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**EL SALVADOR**

# **Democratic Local Governance Activity (DLGA)**

## **Final Report**

**June 30, 2005**

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# **Democratic Local Governance Activity (DLGA)**

## **Final Report**

Final Report  
Contract No. 519-C-00-03-00013-00

Prepared for the Democracy and Governance Program  
of the Mission in El Salvador  
United States Agency for International Development

Prepared by  
RTI International  
3040 Cornwallis Road  
Post Office Box 12194  
Research Triangle Park, NC 27709-2194

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# Executive Summary

## 1. INTRODUCTION

This project was awarded to Research Triangle Institute (RTI) in November 2002 as a result of an international call for proposals made by the El Salvador Office of the United States Agency for International Development (USAID). The project was designed for a term of 26 months (until January 2005<sup>1</sup>), and the allocated resources were a total of US\$3,800,000.

## 2. PROJECT OBJECTIVES

The project objectives contained in the USAID bidding conditions were the following:

- 2.1. Strengthen the participation of Salvadorans in the democratic processes at local level; and
- 2.2. Strengthen the administrative and financial capabilities of the municipalities in order to meet the demands of the population in a timely and satisfactory manner.

## 3. EXPECTED RESULTS

With the purpose of meeting the aforesaid objectives and in accordance with the terms of reference pre-established by USAID, this Project intended to achieve the following results:

1. Expand and improve the role definition of local governments
2. Improve local governments' capacity to provide services
3. Identify new financial sources for the municipalities
4. Improve levels of transparency and citizen participation in local government management
5. Take advantage of windows of opportunity to carry out special activities

## 4. SCHEDULE OF ACTIVITIES TO BE CARRIED OUT

All the activities deemed necessary to achieve the expected results were scheduled and channeled through the following programs:

### 4.1. Technical Assistance to 28 Municipalities

- Implementation of strategic planning and transparency mechanisms in municipal management with full citizen participation
- Modernization of the management systems of physical, human, and financial resources as well as cadastral, accounting, and budget records of the participating municipalities

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<sup>1</sup> In January 2005, USAID granted an extension for an additional month at no cost in order to complete the closing activities and prepare the Final Report.

#### **4.2. Technical Assistance to Decentralized Service Companies**

- Feasibility studies, training, and technical assistance to 12 new decentralized potable water companies recently established through a previous project<sup>2</sup>
- Feasibility studies, training, and technical assistance to 4 solid waste companies recently established through a previous project, providing service to 37 municipalities

#### **4.3. Development of New Technologies for Local Development**

- Preparation of a strategy for local economic development in a pilot municipality
- Design and implementation of a Web portal for local development
- Design and implementation of a set of indicators to regularly measure the performance of the 28 municipal governments in management, finance, and supply of basic services to the community
- Introduction of technical improvement to the integrated municipal information system (SAFIMU II)

#### **4.4. Promotion of Local Development Policies and Dialogues**

- Planning and development of three conferences on decentralization
- Execution of three applied investigations in local development
- Promotion of three legislative initiatives on local development

### **5. STRATEGY FOR THE EXECUTION OF ACTIVITIES**

Taking into consideration USAID desire to increase the technical-administrative capabilities of the Salvadoran technical assistance organizations, all training and technical assistance activities designed for the 28 municipalities were executed through 9 local NGOs and consulting companies that were subcontracted and supervised by RTI.

Additionally, a total of 6 local specialized consulting companies were subcontracted, assisted, and supervised in various diagnoses and technical feasibility studies carried out for the 16 decentralized water and cleaning companies.

### **6. MAIN ACHIEVEMENTS OF THE PROJECT**

#### **1. The participation of citizens in municipal management has increased in the following aspects:**

- Definition of long-term municipal objectives
- Preparation of a long-term strategic development plan (PEP)
- Preparation of municipal budgets for investment
- Funding of some actions of the plan through agreed voluntary contributions
- Operative decisions intended for the gradual implementation of the development plan through the local development councils
- Supervision of the municipal processes for decision-making and execution through open council meetings, public budget hearings, public accounts rendering meetings, and social accounting committees

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<sup>2</sup> Project for Municipal Development and Citizen Participation (1994 to 2002) executed by RTI under a USAID contract.

**2. Increased efficiency and transparency in the management of municipal resources as indicated in the following:**

- More accurate definition of municipal staff positions
- Implementation of objective and reliable systems to hire and evaluate personnel
- Implementation of modern inventory control and procurement systems
- Implementation of more effective systems to collect and manage delinquent payments
- Implementation of the government accounting system
- Implementation of an integral computer-operated system for financial and administrative data in two pilot municipalities (SAFIMU II)
- Institutionalization of periodic internal audit services

**3. The administrative systems of the decentralized service supply companies have become more efficient and transparent through the following:**

- More direct involvement of users in the management of the 12 decentralized companies in charge of distributing potable water through direct election of their boards of directors, approval of their by-laws, and definition of their management and collection systems
- Upgrades and improvements made to the computer-operated system for the collection of consumption bills in all the potable water companies
- Significant increase in the coverage and quality of water supply and cleaning services
- Reasonable decrease in the period of time spent by water supply companies to process claims

**4. A Web portal for local development has been put in place jointly with COMURES, with the following results:**

- Design of a technical portal at an advanced development level
- An office for managing technical operation of the portal was created
- An inter-institutional editing group coordinated by COMURES is working and providing support to the portal

**5. A local economic development strategy for the municipality of Acajutla was prepared with the following main achievements:**

- Groups of producers were organized and received training in the areas of tourism, fishing, farming, and cattle raising
- A local economic development commission made up of representatives of the municipality, companies, and local community organizations is working
- An employment office was designed and is working with the local economic development commission
- A long-term production agenda was prepared and approved by the economic development commission

**6. A system to measure municipal government management on a regular basis was designed and implemented with the following results:**

- A set of indicators of municipal administrative and financial management and basic service supply management were satisfactorily tested in the 28 municipalities of the project

**7. The technical design of the integrated municipal information system (SAFIMU II) was completed through the incorporation of**

- An additional module to be used to automatically integrate the payroll to the existing accounting and budget modules
- An additional module with capacity to automatically register and integrate the identification and appraised value (land and structures) of the public and private real estate existing in the municipal territory

**8. A significant contribution to the national dialogue on decentralization and local development policies was made through**

- Four conferences on decentralization and local development with the participation of international lecturers and broad and representative attendance of authorities, professionals, and local politicians
- Three informative workshops on specific topics regarding local economic development, financial systems, and strategic planning
- Three applied investigations regarding municipal taxation, information systems, and options to place municipal bonds in the local stock exchange market were carried out and published
- Design and implementation of indicators to measure the performance of the municipalities in resource management and supply of basic services

## I. INTRODUCTION

The present report discusses the Democratic Local Governance Activity (DLGA), managed by Research Triangle Institute (RTI), as contracted by the United States Agency for International Development (USAID)<sup>3</sup>. This project began on November 21, 2002, and concluded on February 28, 2005<sup>4</sup>.

The report has been ordered in the following manner:

1. The background, origins, and actions for DLGA
2. The project's specific objectives
3. The project's expected results and consigned goals under the work plan
4. The operative strategies to execute the programmed activities
5. The technical activities programmed and executed by the project
6. The results evaluation according to the work plan's expectations
7. The comparison between allocated financial resources and resources used

## II. BACKGROUND

DLGA was initially set within the larger strategic objectives of the USAID Office in El Salvador. The objectives can be summarized in the following manner:

- Greater access to economic opportunities for poor rural families
- More efficient and inclusive democratic processes
- Sustainable improvement in the health of women and children
- Increase access to potable water services for rural households
- Improvements in living conditions of the victims of the earthquake

The office sought to attain these large strategic objectives through diverse programs, including the Governance and Democratic Consolidation Program, whose main definitions are as follows.

### 1. Objective:

The objective of the program is to improve the access to and response of the legal system, local governments, and public institutions for the Salvadoran poor and other alienated groups.

### 2. Components:

- a) Legal and judicial reforms
- b) Citizen participation and governance
- c) Decentralization and local government strengthening.

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<sup>3</sup> Abbreviations used in the present Report are in Annex N° 8

<sup>4</sup> Termination date was extended until February 28, 2005.



### 3. Strategic Indicators:

With the purpose of following-up on activities executed since 1997 to effect decentralization and local government strengthening, the USAID Office/El Salvador defined a set of strategic indicators, which to date have evolved in the manner shown in Annex No. 1.

Additionally, this project continues ongoing efforts that USAID and RTI have undertaken since 1994. The purpose of these efforts is to gradually introduce participatory and transparent administrative processes and strengthen administrative and financial skills in a progressive manner, in up to 10% of the total Salvadoran municipalities.

From 1997 to 2002, 28 municipalities gradually incorporated programs of citizen participation. Their practices have included open council meetings and the constitution of local development councils, strategic participatory planning, and public budget hearings. Administrative and financial strengthening programs introducing progressive technical and administrative modernizations have allowed the municipalities to attain a notable increase in their own incomes. By 2002, 12 potable water and sanitation companies and 4 solid waste management initiatives had been established, generating extraordinary increases in coverage levels as well as in service hours and tax collection.

## **III. OBJECTIVE OF THE PROJECT**

DLGA's objective is to stimulate and facilitate the participation of the Salvadoran people in democratic processes and improve the capacity of local governments to provide the basic communal services in a satisfactory manner according to citizen demand.

## **IV. EXPECTED RESULTS**

With the purpose of achieving the objective defined above, the project proposed the following results:

1. Expand and improve the definition of the roles of the local governments
2. Improve the capabilities of the local governments to render services
3. Identify new funding sources for the municipalities
4. Improve the levels of transparency and citizen participation for local government administration
5. Take advantage of windows of opportunities to execute special activities.

## **V. OPERATIVE STRATEGIES**

### **1. Selection of Municipalities**

The project's first strategic decision was to identify the municipalities that would receive technical assistance.

**a) Old Municipalities**

Certain municipalities, the “old municipalities,” had received technical assistance under a previous project. According to RTI’s original proposal, of the 13 municipalities that had previously initiated strategic planning processes, the 7 with the highest rating on participatory progress would continue receiving technical assistance in citizen participation and administrative strengthening under this project. These 7 municipalities were known as “The Group of the Seven.” Later, by requirement of and agreement with USAID, the remaining 6 old municipalities that had received lower ratings on participatory progress were also included as parties to the technical assistance, but only with regard to strengthening citizen participation. These 6 old municipalities were known as “The Group of the Six.” In summary, within the category of old municipalities, the following municipalities were included:

**Old Municipalities Included in DLGA**

Categories	Departments	Municipalities	Nº Inhabitants
<b>Group of the Seven</b>	Santa Ana	Candelaria de la Frontera	33,550
	Ahuachapán	San Francisco Menéndez	49,844
	Sonsonate	San Antonio del Monte	32,308
	La Libertad	Nueva San Salvador (Santa Tecla)	175,286
	Cuscatlán	Suchitoto	16,362
	Cabañas	San Isidro	10,422
	Morazán	San Francisco Gotera	21,852
<b>Group of the Six</b>	Ahuachapán	Guaymango	23,113
	Sonsonate	Acajutla	65,699
		Sonzacate	25,434
		San Julián	15,475
	Usulután	Santa Elena	16,151
		Concepción Batres	12,387

**b) New Municipalities**

New municipalities were chosen through a very elaborate process developed from May to June 2003, after the new municipal authorities elected on March 15 had taken up their positions on the 1st of May.

A primary criterion in the selection of new municipalities was the interest of authorities in the project and their expressly stated willingness to introduce important changes during their government’s administration. Mayors answered in writing concrete questions regarding the introduction of participatory and transparent processes, modernizing the accounting and financial systems, and administering the rendering of local services in a sustainable and objective manner.

Once all of the answers from the invited municipalities had been objectively graded, 15 municipalities that had obtained the highest scores were selected. Other considerations, whether political, geographic, or demographic, were immaterial.

### New Municipalities Included in the DLGA Project

Departments	Municipalities	Nº Inhabitants
Sonsonate	Sonsonate	103,490
	Nahuizalco	42,924
	Salcoatitán	5,173
La Libertad	Jayaque	14,803
	Sacacoyo	13,774
	Talnique	7,684
Cuscatlán	Cojutepeque	55,290
Cabañas	Jutiapa	7,866
	Sensuntepeque	41,215
	Victoria	14,796
San Vicente	Apastepeque	20,285
Usulután	Usulután	70,350
	El Triunfo	6,689
Morazán	El Divisadero	8,058
	San Carlos	3,870

### c) Geographical Distribution of the Municipalities in the Project



## 2. Selection of Subcontracting Companies

According to USAID's specific recommendations regarding the in-depth execution of technical assistance and training activities at the field level through subcontracting of Salvadoran technical organizations, DLGA's second biggest strategic decision was the selection and contracting of subcontracting companies. It was necessary to assign responsibilities for each

subcontractor with regard to the municipalities they would work in and the type of technical assistance each one of them would render.

A series of briefings was held with local technical organizations that showed interest in participating in these activities. The briefings presented detail regarding the type and number of technical actions to be executed, by municipality; the value budgeted for each; and the technical and administrative modalities that would be implemented for the necessary funding, supervision, and control activities.

**a) Subcontracting Companies Assigned to Technical Assistance in the Municipalities**

<b>Companies</b>	<b>Municipalities</b>	<b>Services to be Contracted</b>
FUNDAMUNI	San Francisco Gotera	Citizen Participation (Old Municipality) Administration and Finances (Old Municip.)
	Apastepeque	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	San Carlos	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	El Divisadero	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	El Triunfo	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
FUSAI	Nahuizalco	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	Salcoatitán	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	Sacacoyo	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	Jayaque	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	Talnique	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
SACDEL	Cojutepeque	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
	Victoria	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
FUNDE	Usulután	Citizen Participation (New Municipality)
	Sensuntepeque	Citizen Participation (New Municipality)
ADEPRO	Jutiapa	Citizen Participation (New Municipality) Administration and Finances (New Municip.)
FUNDAPYME	Acajutla	Des. Económico Local (Old Municipality)
A.V. CONSULTORES	Usulután	Administration and Finances (New Municip.)
	Sensuntepeque	Administration and Finances (New Municip.)
	San Francisco Menéndez	Administration and Finances (Old Municip.)
	San Isidro	Administration and Finances (Old Municip.)
	Suchitoto	Administration and Finances (Old Municip.)
	San Antonio del Monte	Administration and Finances (Old Municip.)
	Nueva San Salvador	Administration and Finances (Old Municip.)
CODEIN	Usulután	Citizen Participation (New Municipality)
	Candelaria de la Frontera	Citizen Participation (Old Municipality)
	San Francisco Menéndez	Citizen Participation (Old Municipality)
	San Isidro	Citizen Participation (Old Municipality)
	Suchitoto	Citizen Participation (Old Municipality)
	San Antonio del Monte	Citizen Participation (Old Municipality)

**b) Subcontracting Companies Providing Technical Assistance for the Service Companies**

Local Companies or Consultants	Companies to be Served	Services to be Contracted
<b>1. Potable Water:</b>		
CONTEC	AA - ATAP	Administration and Finances
	EMAPCOM	Administration and Finances
	EMAPSAF	Administration and Finances
	EMSAGUAT	Administration and Finances
	EMANC	Administration and Finances
	MICROREGION JUAYUA	Administration and Finances
	VILLANUEVA SEM de CV	Administration and Finances
	EMASIC	Administration and Finances
	EMASA	Administration and Finances
	TETRALOGIA SEM de CV	Administration and Finances
	EMAP – SAN JULIAN	Administration and Finances
Lic. Patricia Silva	AA - ATAP	Citizen Participation
	EMAPCOM	Citizen Participation
	EMAPSAF	Citizen Participation
	EMSAGUAT	Citizen Participation
	EMANC	Citizen Participation
	MICROREGION JUAYUA	Citizen Participation
	VILLANUEVA SEM de CV	Citizen Participation
	EMASIC	Citizen Participation
	EMASA	Citizen Participation
	TETRALOGIA SEM de CV	Citizen Participation
	EMAP – SAN JULIAN	Citizen Participation
<b>2. Solid Waste:</b>		
AMBIENTEC	SONSONATE Y ASOCIADOS	Selection of sites for sanitary landfills. Design of landfills. Design of routes.
	SOCINUS SEM de CV	Redesign of sanitary landfills. Evaluation of alternatives of service rendering.
	MORAZAN MICROREGION	Design of landfills. Design of routes..
ECOTRANS	CABAÑAS MICROREGION	Selection of sites for sanitary landfills. Design of landfills.

**3. Strategy for the Execution of the Activities**

The project's numerous and varied activities were organized according to the following strategy to achieve established objectives and results.

- 3.1. Stimulate dialogue and the generation of agreements with regard to related decentralization and local development topics
- 3.2. Grant technical assistance to the old and new municipalities to institutionalize the citizen participation processes and to incorporate efficient and transparent administration and municipal management systems
- 3.3. Grant technical assistance to decentralized service companies to consolidate efficient and participatory administration services of the communal potable water and solid waste management services

- 3.4. Put new illustrative experiences into practice with the purpose of enhancing the quality of technical assistance to the municipalities

## VI. PROGRAMMED AND EXECUTED ACTIVITIES

### 1. DIALOGUE ENCOURAGEMENT FOR LOCAL DEVELOPMENT

#### 1.1. Conference

DLGA's original plan was to have three one-day conferences on issues related to decentralization and local development, with at least one international expert on the topics. The dates and the topics were to be agreed upon previously by USAID and COMURES.

Even though the political conditions for opening broad debates on sensitive topics were very restrictive during the greater part of the time of the project, it was possible to convene the following conferences, with the participation of international experts.

1. The seminar **"The Present Decentralization Situation in Latin America"** was held at the Princess Hotel on July 26, 2003, presented by Dr. Gary Bland, North American expert, with the participation of 75 people. Some of the participants included congress members from the Legislative Assembly, technical staff from local NGOs, mayors and council members from 25 municipalities, authorities and professionals from FISDL, COMURES, and the Technical Planning Secretariat, and representatives of other international cooperation organizations.
2. A seminar workshop, **"Methodologies for Local Economic Development,"** was presented at the Princess Hotel on August 17, 2004, by Ecuadorian consultant Gonzalo Darquea. Sixty-five people were present during this workshop, including representatives of the Municipal Issues Commissions, COMURES, FISDL, FUNDAPYME, and the NGO networks for local development.
3. The seminar **"Decentralization Strategies of the Potable Water and Sewer Systems in El Salvador"** was held at the Presidente Hotel on January 13, 2005, with the participation of Honduran expert, Ing. Luis Moncada, and Dr. Marino Henao, Colombian expert. Ninety-five people attended this seminar, from the Ministry of the Environment, the National Agency for the Administration of Aqueducts and Sewers (ANDA), the 12 decentralized companies assisted by the project, and members of technical companies and local NGOs.
4. A workshop, **"Execution of a Local Development Agenda,"** was held in support of the National Local Development Commission (CONADEL) in cooperation with GTZ, UNDP, and the European Union. This workshop was held at the Radisson Hotel, on January 18 - 19, 2005 with the participation of 130 people. Participants were authorities and professionals of governmental institutions (Planning Secretariat, ISDEM, and FISDL), congress members from the Legislative Assembly, representatives of the private sector, authorities from COMURES, and mayors and council members from the different municipalities.

In addition to the aforementioned events, three workshops were held to investigate equally important local development topics.

1. A two-day workshop on modernization of municipal finances, held at FUSAL on September 2 and 3, organized and executed together with COMURES, the Ministry of Finance, and the Accounts Court. Sixty-four participants from 23 municipalities in the country discussed accounting and budgeting system modernization to attain transparent, efficient financial management, in accordance with governmental accounting regulations.
2. An informative seminar regarding the process of DLGA's activities, held at the Presidente Hotel on July 1<sup>st</sup>. Attending were 75 participants, among them mayors from 28 municipalities of the project, directors and technicians of the 12 subcontracting companies, and special guests from COMURES, USAID, CARE, and CREA.
3. A closing and final information seminar of DLGA held at the Presidente Hotel on February 18. Ninety-six participants from USAID and government institutions (Planning Secretariat, ISDEM, CNR, and FISDL) joined congress members from the Legislative Assembly, authorities from COMURES, mayors and council members from the municipalities included in the project, and representatives from other international cooperation organizations.

## **1.2. Applied Studies and Research**

According to the work plan, DLGA would perform three applied investigations of topics relevant to decentralization and/or local development. In addition, DLGA would prepare a base document for the definition of regulations that would facilitate the issuance of municipal securities.

DLGA carried out the following applied investigations.

1. Technical proposal regarding the feasibility of introducing a securitization mechanism to back the municipal bonds. This study was executed by Dr. Marino Henao, international consultant.
2. Proposal to reconsider the establishment of the property tax in El Salvador. This proposal was prepared by Mrs. Teresa Iturre, international consultant.
3. Technical proposal on the design of a Web portal for local development in El Salvador. This proposal was prepared by Mr. Mario Rosales, international consultant.

Additionally, Dr. Henao together with the Stock Exchange authorities prepared a base document to define the conditions under which the municipalities would be able to issue municipal bonds.

## **1.3. Increase Availability of and Access to Information**

The programming for this objective included designing and implementing: a) a local development Web portal; and b) a series of indicators on municipal management regarding administration, finances, and service rendering activities.

Both the Web portal for local development and the municipal management indicators were duly designed and implemented according to details explained in the last chapter of this report, Development of Experimental Prototypes.

## **2. RENDERING OF TECHNICAL SERVICES FOR THE MUNICIPALITIES**

According to the initial work plan, technical assistance programmed for the 28 municipalities included in the project was designed to establish in each: a) efficient citizen participation in planning, management, and oversight of local government actions; and b) a notable modernization of material, human, and financial resources administration services.

### **2.1. Citizen Participation Component**

#### **1. *Main Activities Executed***

##### **a) On the Preparation of Participatory Strategic Plans (PEP):**

- ❑ Setting-up and training a local technical team in each of the participating municipalities
- ❑ Participatory preparation of the long-term vision of the municipality, containing references to desirable scenarios at the productive, social, and environmental levels
- ❑ Preparation of neighborhood and district diagnosis through participatory and systematic meetings held with neighbors
- ❑ Preparation and diagnosis of activity sectors (education, health, production, and others) by holding systematic meetings with related public and private agents
- ❑ Preparation of technical diagnosis executed by experts on specific topics determined in territorial and sectoral diagnosis
- ❑ Territorial and sectoral program and project proposals resulting from participatory diagnosis
- ❑ Feasibility analyses (economic, social, and environmental) of proposals presented, executed by local technical teams
- ❑ Identification and consideration together with the local technical teams of departmental or national references to infrastructure, markets, promotion programs, and policies, etc., that could help frame and optimize the scope and actions of the municipal development plan
- ❑ Preparation of the multi-annual investment plan for the municipality, a detailed identification, hierarchy, valuation, and budgeting of all the short-, medium-, and long-term projects emerging from participation and considered technically feasible
- ❑ Preparation of the strategic plan document that integrates all of the neighborhood and sectoral diagnoses and proposals, all of the programs and projects selected by neighborhoods and sectors, duly valued through the multi-annual investments budget and physically integrated within a land-use planning proposal that guarantees the municipality an adequate preservation of resources and an adequate prevention of natural risk
- ❑ Approval of the participatory strategic plan (PEP) document through an ordinance officially issued by the municipal council
- ❑ Dissemination of the contents of the strategic plan through informative meetings carried out at the level of neighborhood groups, consultation panel discussions, educational units, and local communication media





Participants during  
Citizens Assembly



Technical Team at  
Planning Meetings



Front Page of Participatory Strategic Plans (PEPs)

**b) To Create Participatory Instances for the Strategic Plan's Management and Control:**

- ❑ Strengthening the existing neighborhood organizations in each one of the municipalities, such as ADESCOS, boards of neighbors, etc.
- ❑ Strengthening existing sectoral organizations, such as associations, cooperatives, and others
- ❑ Setting-up and strengthening of consultation panel discussions by areas of activity (culture, education, health, environment, tourism, fishing, etc.)
- ❑ Establishment of a Local Development Committee (CDL) composed of appointed members of the municipal council and representatives of local and sectoral organizations of the municipality
- ❑ Establishment of sectoral commissions, by strategic areas of interest, appointed by the CDL

**c) For the Promotion and Implementation of Transparency Mechanisms:**

- ❑ Organization and implementation of municipal budget accounts rendering meetings, where members of the municipal council present to the general assembly a detailed account of income received and expenditures made during a specific period (one year or a semester)
- ❑ Organization and implementation of open council meetings, inviting representatives of different sectors of the local community, with the right to be heard, to comment on the ways the members of the council arrive at their decisions

- ❑ Preparation of a communications plan determining the nature, periodicity, and form (Internet, bulletins, assemblies, others) by which the public will be informed about municipal administration activities
- ❑ Establishment, together with CDLs, of social audit committees to follow-up the execution of the most relevant municipal investment projects



Participants to Accounts Rendering Assembly



## 2. Courses Held and Materials Prepared

Dates	Training Topics	No. Part	Organizations Trained
27-01-03	Strategic Planning Workshop at Departmental level	30	COMURES, FISDL and Technicians from DLGA's subcontracting institutions
20-02-04 21-02-04 22-02-04	Participatory Strategic Planning Seminar	45	Mayors and council men and women of 12 municipalities of the project and NGO technicians giving technical assistance
27-01-04 28-01-04 29-01-04	Participatory Strategic Planning Seminar	55	Mayors and council men and women of 12 municipalities of the Project and NGO technicians giving technical assistance
24-08-04	Visit by the CDM of Jutiapa to CODEL of San Antonio del Monte to exchange experiences	30	Council men and women from Jutiapa, Jutiapa's CDM Board of Directors, mayor and municipal authorities, and members of CODEL from San Antonio del Monte
08-09-04	Visit by the CDL and council men and women of the Cojutepeque municipality to San Antonio del Monte to learn about the application of transparency mechanisms	45	Representatives of CDL and council men and women of the Cojutepeque municipality, Municipal Council, CODEL of San Antonio del Monte
27-10-04	Visit by authorities, municipal officers, and representatives from CODEL from San Antonio del Monte to the north-eastern Micro-Region of Chalatenango to learn about the associativity experience	45	Council men/women, and representatives from CODEL of San Antonio del Monte, representatives of the Micro-regional north-eastern Executive Committee of Chalatenango, and the integrating municipalities
<b>Total Participants</b>		<b>250</b>	



Strategic Planning Seminar



Citizen Participation Course

### **Prepared Materials**

- ❑ PEPs corresponding to 15 municipalities
- ❑ Executive summaries of PEPs from Santa Tecla, Sonsonate, and Usulután
- ❑ Systematization of the strategic planning process in Santa Tecla.
- ❑ Interactive CD regarding the PEP process in Santa Tecla
- ❑ Guide for the application of the public sector's procurement and contracting law

### **3. *Main Achievements***

- ❑ All of the participating municipalities, new and old, prepared their long-term strategic plans in a participatory manner.
- ❑ All of the participating municipalities have concluded preparation of their PEPs.
- ❑ All of the participating municipalities have officially approved the contents of the PEP through a final presentation before the general assembly and municipal council.
- ❑ 75% of the participating municipalities (21) legalized the PEP document through the approval of a municipal council ordinance, duly published in the official gazette.
- ❑ The annual investment budgets for all of the municipalities include priority projects identified by their respective strategic plans.
- ❑ CDLs have been established and are operating in 24 municipalities.
- ❑ Members of the 27 municipal CDLs were trained in issues related to the identification of their roles, strategic planning techniques, transparency mechanisms, and social audits, as well as in the understanding and use of municipal administration performance indicators.
- ❑ CDLs with annual operating plans already operate in 19 municipalities.
- ❑ 18 municipalities are executing accounts rendering on a regular basis.
- ❑ 15 municipalities are carrying out open council sessions.
- ❑ 13 municipalities have officially approved ordinances that back the social audit exercise of the development committees.
- ❑ CDLs and territorial and sectoral organizations are overseeing projects executed by the municipality.
- ❑ 11 municipalities have approved ordinances to back the social audit actions.
- ❑ 3 municipalities have implemented a permanent public dissemination system regarding municipal information.

### **4. *Main Difficulties Found***

- ❑ Distrust regarding the benefits brought about by this effort
- ❑ Local political struggle

- ❑ Work overload of the municipal officials
- ❑ Mayors absent from the process, either due to lack of interest or excess of responsibilities outside the municipality
- ❑ Authoritarian mayors who centralize decisions and resist citizen participation
- ❑ Partial support to the councils because of leadership differences within the councils
- ❑ Low level of education and lack of experience by the new municipal authorities

## **5. *Suggested Continuation***

- ❑ Promote the preparation of long-term municipal strategic plans with broad and systematic participation by the citizens of all of the country's municipalities
- ❑ Expand the participatory strategic planning methodology to include the preparation of plans at a regional level, with the inclusion of several municipalities that have already prepared their own PEPs (example: micro-regions)
- ❑ Disseminate the objectives and contents of the PEPs in a systematic manner, within the educational units of each municipality
- ❑ Strengthen the institutionalization of the CDL
- ❑ Strengthen the sectoral commissions established by the CDLs
- ❑ Strengthen the existing sectoral participation discussion panels
- ❑ Promote interaction between CDLs from different municipalities
- ❑ Stimulate the creation of a trade association organization at the local levels
- ❑ Continue strengthening the local organizations
- ❑ Strengthen the implementation of transparency mechanisms
- ❑ Strengthen the associativity initiatives between municipalities
- ❑ Promote and give technical assistance to the local economic development initiatives
- ❑ Give follow-up and technical assistance to the initial experiences in the establishment of a permanent and updated public information access system
- ❑ Within the municipalities, establish specialized units that will permanently grant technical assistance oriented towards the creation, legalization, and training of local or trade union organizations, that work on a voluntary basis with regards to economic, social, and cultural topics
- ❑ Establish an experimental nonprofit municipal education corporation, with solid and broad public-private participation, aimed at institutionalizing and expanding the present roles of the participation discussion panels
- ❑ Strengthen the implementation of permanent public information dissemination mechanisms regarding municipal administration
- ❑ Activate the creation and use of a Web page in each municipality, with a permanent link with the Web portal recently established for this project
- ❑ Execute massive civic education programs for the exercise of responsible citizens audits

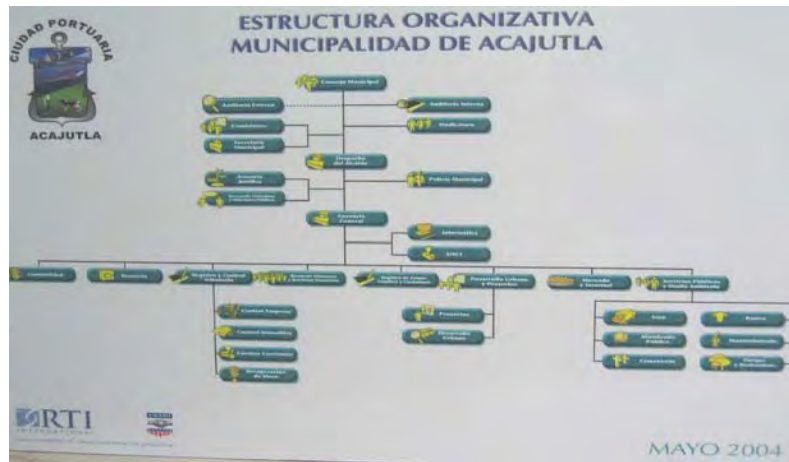
## **2.2. ADMINISTRATION AND FINANCE COMPONENT**

### **1. *Main Activities Executed***

#### **a) To Restructure the Municipality's Organization:**

- ❑ Redesign and update of organizational charts
- ❑ Preparation and /or implementation of organizational manuals
- ❑ Proposal for physical redesign of the municipal building to accommodate organizational changes and facilitate public service

- ❑ Job descriptions at the higher levels
- ❑ Diagnosis of the organizational environment within the municipality
- ❑ Implementation of regulations for municipal council meetings
- ❑ Preparation and implementation of staff performance manuals



Municipal Organizational Charts

**b) To Improve Systems for Personal and Property Assets Administration**

- ❑ Technical assistance in preparing the cadastral registries of personal and property assets
- ❑ Design of the public and private active valuation systems
- ❑ Technical assistance on the legalization of fixed assets
- ❑ Design and implementation of inventory registries and control

**c) To Improve the Financial Resource Administration Systems**

- ❑ Technical assistance on the implementation of a governmental accounting system
- ❑ Formulation of oversight systems for the annual budget
- ❑ Cost studies of rendering of basic services
- ❑ Formulation of service rendering rates over the real basis
- ❑ Tax and local municipal tax collections manual
- ❑ Trimming and conciliation of the tax payers' current account registry
- ❑ Manual on oversight of treasury funds



Concejo Municipal analiza la situación de deudores morosos



## 2. Courses Held and Materials Prepared

### a) Workshops and Courses:

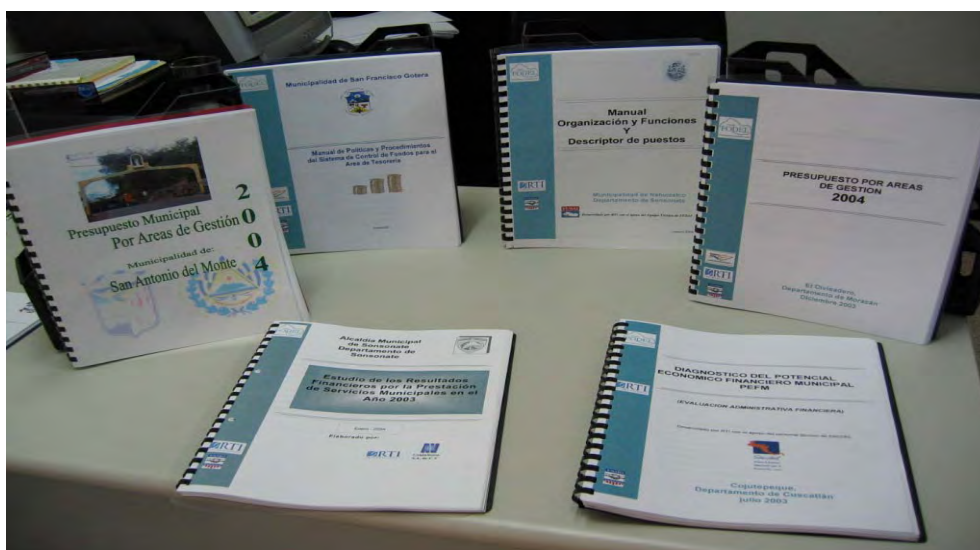
Dates	Training Topics	N° Part	Organizations Trained
20-02-03	Determining the Municipal Economic and Financial Potential	9	FUNDAMUNI and FUSAI
21-02-03	Preparation of Municipal Financial Strengthening Plan	9	FUNDAMUNI, FUSAI and AV CONSULTORES
16-10-03 17-10-03	Formulation of the Budget by Management Area	7	FUNDAMUNI, FUSAI, ADEPRO and AV CONSULTORES
29-10-03	Preparation of Property and Company Cadastre	9	FUNDAMUNI and Gotera, El Divisadero and San Carlos City Halls
27-10-03	Preparation of Property and Company Cadastre	16	FUNDAMUNI, SACDEL, ADEPRO and Cojutepeque, Victoria and El Triunfo City Halls
31-10-03	Preparation of Property and Company Cadastre	13	FUSAI and Jayaque, Talnique, Sacacoyo, Nahuizalco and Salcoatitán City Halls
07-11-03	Recovery of Delinquent Payments, Service Cost Studies and Organizational and Operative Manual	10	FUNDAMUNI, SACDEL, ADEPRO, FUSAI and AV CONSULTORES
24-11-03	Budget Formulation by Management Area	19	FUSAI & Sacacoyo, Talnique, Nahuizalco & Salcoatitán City Halls
07-07-04 17-07-04 28-07-04	Analysis of the Public Administration's Procurement and Contracting Law (LACAP)	54	22 City Halls assisted under the DLGA project
02-09-04 03-09-04	Governmental Accounting, Financial Performance Indicators, Transparency and Internal Control Regulations of the Accounts Court	67	Ministry of Finance, Accounts Court, COMURES, 22 City Halls assisted by the project, and 10 City Halls that will begin implementing SAFIMU II.
<b>Total no. participants:</b>		<b>213</b>	



Training Workshop on Governmental Accounting

### **Materials Prepared:**

- ❑ Manual for determining municipal economic and financial potential
- ❑ Manual for preparing municipal financial strengthening plan
- ❑ Manual for formulating budgets by management area (SAFI)
- ❑ Manual for follow-up of budget execution
- ❑ Manual for evaluating labor performance
- ❑ Treasury manual for oversight of funds
- ❑ Procedures manual for registration and oversight of fixed assets
- ❑ Procedures manual for registration and oversight of supplies inventories
- ❑ Rules and regulations regarding behavior during municipal council sessions
- ❑ Model guidelines on legalization of municipal fixed assets
- ❑ Guidelines to diagnose organizational environment within the municipality



Administration and Financial Manuals and Guides

### **3. Main Achievements**

- ❑ Better definition of the roles and functions that generate contracts and/or relocation of key personnel in 18 municipalities (accountants, auditors, UACI chiefs, and others)
- ❑ Two municipalities have already approved and published regulations in the official gazette for the operation of the municipal councils
- ❑ Physical infrastructure was improved in 6 municipalities
- ❑ Two municipalities applied the guide to diagnose the organizational environment
- ❑ Evaluation of staff performance carried out in 20 municipalities
- ❑ Establishment of a model guide for the registration and control of municipal fixed assets
- ❑ Establishment of a model guide for the legalization of municipal fixed assets
- ❑ Design of an automated model for the registration and valuation of public and private properties and constructions
- ❑ 20 municipalities have formally established the governmental accounting system (SAFI)
- ❑ 19 municipalities have established the budgetary system by management area (SAFI)

- ❑ 20 municipalities have executed and disseminated cost studies regarding the rendering of basic services
- ❑ 5 municipalities have updated their rates in accordance with the conclusions from studies that have been executed

#### **4. *Main Difficulties Found***

- ❑ Resistance by the municipal councils to adjusting the service rates due to political reasons (electoral campaign period)
- ❑ Tax collections process not executed in a systematic manner
- ❑ Lack of available resources to evaluate property assets of the municipality

#### **5. *Suggested Continuation***

- ❑ Prepare and implement personnel contracting and administration manuals
- ❑ Initiate a feasibility study on the creation of careers in municipal public administration
- ❑ Prepare and put into practice a systematic training program on municipal administration and financial techniques
- ❑ Complete valuation process of fixed assets belonging to the municipality
- ❑ Complete the legalization process of municipal properties
- ❑ Initiate a complete identification, registration, and valuation process of public and private properties (land and constructions)
- ❑ Establish the incentives necessary to achieve an efficient institutionalization of the official accounting systems, throughout all municipalities in the country
- ❑ Strengthen permanent internal audit practices for revision of the municipalities' financial statements
- ❑ Stimulate the replication of accounting and budgetary systems that have proved to be successful in all municipalities of the country
- ❑ Stimulate the replication of the integrated financial administration system (SAFIMU II) in all municipalities in the country
- ❑ Train the council members and leaders of local organizations on the use and interpretation of the administrative and financial management indicators

### **3. RENDERING OF TECHNICAL SERVICES TO SERVICE COMPANIES**

#### **3.1. *Assistance to Potable Water and Sanitation Companies***

##### **3.1.1. *Main Activities Executed***

- ❑ Preparation of an administrative and financial diagnosis of the assisted companies
- ❑ Preparation, updating, and training the technical companies and users of the automated invoicing system (SASA)
- ❑ Preparation and implementation of the organizational manual and the functions and job description manual
- ❑ Preparation of the budgets for the companies in 2004
- ❑ Implementation of the double entry accounting system
- ❑ Training the members of the boards of directors of the assisted companies
- ❑ Technical assistance in the execution of ordinary accounts rendering and election of new board members





Election of the Board of Directors of EMANC Water Company, in Nueva Concepción

### 3.1.2. Courses Held and Materials Prepared

#### a) Workshops and Training Courses

Dates	Training Topics	N° Part	Organizations Trained
30-01-04 14-02-04	Training Workshops for Board of Directors members	7	Decentralized EMASA Company Suchitoto
02-03-04 11-03-04 26-03-04 27-05-04	Training Workshops for Board of Directors members	7	Decentralized EMA Company San Julián
08-10-04 12-11-04 22-11-04	Training Workshops for Board of Directors members	7	Decentralized EMAPSAF Company Santiago de la Frontera
02-12-04 06-12-04 07-12-04 09-12-04	Training Workshops for Board of Directors members	7	Decentralized EMACO Company Comalapa
26-04-04 27-04-04 28-04-04 29-04-04	Training Workshops for students of the Instituto Nacional de San Isidro	249	Decentralized EMASIC company Instituto Nacional de San Isidro INSIC Cabañas

#### Materials Prepared

- ❑ Organizational, functions, and job description manual for 12 decentralized water and sewer companies
- ❑ Internal work regulations for 12 decentralized water and sewer companies
- ❑ Conceptual base and general recommendations for the potable water and basic sanitation services in El Salvador
- ❑ Operative and financial evaluations with regards to decentralized potable water and sanitation experiences

### 3.1.3. Main Achievements

- ❑ Increase in the coverage and quality of the services
- ❑ Rapid attention to user complaints
- ❑ Human resources trained in administration of each one of the assisted companies

- ❑ Automated invoicing system duly installed and operating in the 12 water companies assisted by the project

#### **3.1.4. Main Difficulties Found**

- ❑ Partisan conflicts within the boards of directors of the companies
- ❑ Resistance by company authorities to adjusting the rates, especially during council and congress election periods
- ❑ Some boards of directors go beyond the election period without calling for election of the new authorities
- ❑ Resistance to the sale of shares to the private sector due to the lack of political popularity of the privatizations system

#### **3.1.5. Suggested Continuation**

- ❑ Create an organization that assumes RTI's role in the permanent motivation and training of users and leaders of decentralized companies
- ❑ Favor the creation of a regulating entity from the potable water and sanitation sub-sector
- ❑ Prepare rate studies that will ensure the sustainability of the decentralized systems in the long term
- ❑ Provide technical assistance from the beginning to the 60 new systems that will be decentralized by ANDA

### **3.2. Assistance to Solid Waste Management Companies**

#### **3.2.1. Main Activities Executed**

- ❑ Operative, administrative, and financial diagnoses of the companies
- ❑ Design and/or redesign of collection and transportation routes
- ❑ Design of the street and public area sweeping system
- ❑ Revision of costs and adjustment of collection rates
- ❑ Preparation of municipal ordinance proposals for the implementation of adjusted rates
- ❑ Preparation of studies to select sanitary landfill sites
- ❑ Preparation of environmental impact evaluation studies
- ❑ Technical design of sanitary landfills
- ❑ Technical assistance to municipalities for selection of sanitary landfills



Panoramic View of Sanitary Landfill in Usulután

### 3.2.2. Courses Held and Materials Prepared

#### a) Courses Held

Dates	Training Topics	N° Part.	Organizations Trained
03-09-04	Sanitary Landfill Operations and Maintenance Course for the members of the SOCINUS company and the City Hall of Usulután	7	Municipality of Usulután and SOCINUS, SEM de CV Company
12-06-04	Training course for the staff in the Hygiene Department of the Municipality of Usulután	48	Municipality of Usulután, Hygiene Department
14-11-04 20-01-04	Comprehensive Solid Waste Management and Design of Collection and Sweeping Routes Course	38	Hygiene Unites from the Municipalities of Sonsonate and San Antonio del Monte
02-09-04 07-09-04 09-09-04	Pilot educational program on management of solid waste in Educational Centers	160	Colonia Sensunapán School Center & Colegio Salarrue (7°, 8° & 9° grades of middle school)
07-10-04	Theater presentations by students during Environmental Fair in the Municipality of Sonsonate	120	Colonia Sensunapán & Colegio Salarrue School Centers, Municipality of Sonsonate

#### Materials Prepared

- ❑ Sanitary Landfill Operations and Maintenance Manual, SOCINUS, SEM de CV.
- ❑ Sanitary Landfill Operations and Maintenance Manual, “El Izcatl” of the MIPANOR and MICUSAM micro-regions
- ❑ Technical site selection study for construction of the sanitary landfill for the MIPANOR and MICUSAM micro-regions
- ❑ Design of routes for collection and sweeping of solid waste for the municipalities of Sonsonate, San Antonio del Monte, Sacacoyo, Jayaque, Ereguayquin, Concepción Batres, Usulután, Ilobasco, San Isidro, and San Rafael Cedros
- ❑ Designs of routes for collection and sweeping of solid waste of the Association of the Central and Southern Valley of Morazán, including the municipalities of Delicias de Concepción, Jocoro, Lolotiquillo, Cacaopera, Sociedad, Chilanga, El Divisadero, Yoloaiquin, San Carlos, and San Francisco Gotera
- ❑ Site selection study for the construction of the micro-regions’ sanitary landfill
- ❑ Evaluation of the environmental impact of the sanitary landfill for the micro-regions of MIPANOR and MICUSAM
- ❑ Evaluation of the environmental impact on the Association of the Central and Southern Valley of Morazán
- ❑ Redesign of the landfill SOCINUS, SEM de CV.

### 3.2.3. Main Achievements

- ❑ Initiation of the construction of the two micro-regional sanitary landfills
- ❑ Municipalities have detailed knowledge of the financing of service rendering-- particularly of the hygiene services
- ❑ Preparation of the sanitary landfill design for the MIPANOR and MICUSAM micro-regions, which serve 20 municipalities

#### **3.2.4. Main Difficulties Found**

- ❑ Difficult search for sites for the construction of sanitary landfills due to resistance of local communities to allowing installation near residential areas
- ❑ Mayors associated with some of these decentralized companies have difficulties applying minimum business management criteria
- ❑ Inability of associated mayors to face the collection of historic delinquent payments

#### **3.2.5. Suggested Continuation**

- ❑ Assist municipalities in the selection of sanitary landfills
- ❑ Assist municipalities in determining and implementing the updated service rates
- ❑ Assist municipalities in the implementation of educational campaigns aimed at the population
- ❑ Complete the technical design of the sanitary landfill of the Central Valley Association of 10 municipalities

### **4. DEVELOPMENT OF EXPERIMENTAL PROTOTYPES**

#### **4.1. *A Web Portal for Local Development***

##### **4.1.1. Introduction**

The objective of this component of the project was to establish a Web portal for local development issues. The portal was to collect and systematize information of interest to local governments, generated by public and private institutions, that could improve decisions and expand the services necessary for local development.

Below details the expected achievements by the end of the project.

- Council and executive management of COMURES backing the portal
- A technical office established and operating within COMURES
- Municipalities identified priority information needs
- Relevant national and foreign institutions for local development accepting incorporation into the portal, integrating a managing committee
- Graphic and computer design of the drafted portal

##### **4.1.2. Main Activities Executed**

- ❑ Establishment of an office and of a technical manager to carry out the design and montage of the portal
- ❑ Development of information needs and interests diagnoses by the municipalities of the country
- ❑ Promotion of the portal to public and private institutions interested in or linked to local development
- ❑ Preparation of agreements and signing of commitment documents between the portal administration and each one of the institutions interested in participating (FISDL, ISDEM, NGOs network for local development, José Simeón Cañas University, Ministry of Finance, and Accounts Court)
- ❑ Establishment of the portal editing council under the coordination of COMURES
- ❑ Preparation and approval of a regulation for the editors' group operations

- ❑ Search for consensus among the members of the editing committee in defining a content publications policy
- ❑ Technical preparation of a logical mesh for the systematic incorporation of diverse thematic contents
- ❑ Design of internal computing programs and of the graphic designs necessary for the montage and presentation of the portal
- ❑ Incorporation of the first bodies of information contributed by members of the editing group
- ❑ Development of a visual prototype of the portal

#### **4.1.3. Main Achievements**

- ❑ COMURES' interest in coordinating the portal
- ❑ Incorporation of German group GTZ/PROMUDE in the team of founding members of the portal, together with USAID, COMURES, and RTI
- ❑ An established and operating technical office
- ❑ An established editing committee, including important public and private institutions at the national level
- ❑ Operating regulations prepared and approved by the editing committee
- ❑ An initial structure established based on the contents and interactive services related to the interests of the municipalities
- ❑ A readily prepared visual prototype of the portal

#### **4.1.4. Main Difficulties Found**

- ❑ Long waiting periods for institutional approval by COMURES for the contracting of two specialized consultants on the systematization of contents and technical development of operative programs
- ❑ Lack of computing knowledge by the municipalities made things difficult at the beginning, and prevented understanding of the eventual benefits that this Web portal could offer
- ❑ Few municipalities possess computing equipment and Internet access
- ❑ Initial distrust shown by public and private institutions invited to incorporate into this project regarding the possible political use that could be made of the information of the portal



Visual Prototype of the Web Portal for Local Development

#### 4.1.5. Suggested Continuation

- ❑ Find the means for a massive aid package of computing equipment to all of the Salvadoran municipalities
- ❑ Implement a permanent content-management program for the portal
- ❑ Implement a permanent technical development plan for the portal
- ❑ Design and implement a vast national dissemination campaign of the portal
- ❑ Add strategic alliances to strengthen the portal's positioning
- ❑ Establish and strengthen an institutional network of collaborators for the contribution of contents of the portal
- ❑ Gradually incorporate the inclusion of commercial advertising to contribute to long-term self-sustainability of the portal
- ❑ Consolidate the leadership role of the editing committee of the portal

## **4.2. *Municipal Management Performance Indicators***

### **4.2.1. Introduction**

During 2002 and under the previous USAID Project, RTI designed and put into practice a series of indicators for measuring the progress of participatory development in any Salvadoran municipality. This set of indicators has been known as the “basic criteria to measure the progress of the participatory municipal development processes.” During the present project, these performance indicators were expanded to measure progress achieved by municipalities in the areas of: a) administration of material, human, and financial resources; and b) provision of basic services to the community.

The previous indicators and those indicators prepared by the present project have been framed within the following objectives.

- a) The indicators should be easy to draft, in the sense that their basic information could be reasonably accessible within the reality of the Salvadoran municipalities; and
- b) The indicators should be easy to understand--within the municipalities--not only for the citizens and users of the services, but also for the authorities and municipal government officials.

### **4.2.2. Main Activities Executed**

- ❑ Study and consideration of other initiatives regarding municipality indicators that have been proposed or implemented without success in the past
- ❑ Promotion of an administrative group integrating national and foreign technical organizations with a stated interest in this topic<sup>5</sup>, in order to generate a minimum consensus space to carry out this USAID - RTI initiative
- ❑ Design of an indicators' matrix to collect basic information from the municipalities
- ❑ Verification of these matrices within the administrative group and incorporation of suggested technical adjustments
- ❑ Selection of a three-municipality sample, representative of the 28 municipalities of the project, to prove the effectiveness of the first matrices
- ❑ Execution of workshops with authorities and municipal officers, as well as members of the community representing the CDLs in the three pilot municipalities, to try out the proposed matrices and the contributions of these reference groups
- ❑ Preparation of new matrices adjusted in accordance with recommendations rising from the workshops held with the pilot municipalities
- ❑ Application of these adjusted matrices to the 28 municipalities of the project, with the participation of the 6 NGO subcontractors who lent their technical assistance services in these municipalities
- ❑ Tabulation of field information and preparation of a preliminary report
- ❑ Execution of a workshop to discuss the results of the preliminary report with a large group of participants (council members, municipal officers, and community leaders)
- ❑ Preparation of the procedures manuals for the application of these new indicators, including the last contributions collected during the workshop
- ❑ Systematization of the whole process and preparation of final report

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<sup>5</sup> The administrative group is composed of GTZ, UNDP, FISDL, COMURES, PAHO, and FUNDE.

#### **4.2.3. Main Achievements**

- ❑ A series of indicators to measure local government performance have been designed for the administrative, financial, and basic services provision systems
- ❑ New indicators have been tested satisfactorily in the 28 municipalities assisted by DLGA
- ❑ The technical manuals have been prepared and validated for the correct application of these indicators
- ❑ Technicians from local NGOs and participating municipalities have been trained on the systems and procedures for applying these indicators in the municipalities

#### **4.2.4. Main Difficulties Found**

- ❑ Diverse national and foreign institutions have been carrying out partial efforts aimed at developing municipal indicators without having achieved specific success. This specific experience, designed and executed through participation of many actors (authorities and municipal citizens), developed in a highly critical environment, which during the course of the project changed and became considerate and cooperating.
- ❑ Municipalities' actual information on administration, finances, and basic services provision is much backlogged. This is due to the chronic delay of the municipal registries (accounting and financial) and the delay in which the service providers deliver basic information regarding their respective provisions (ANDA and other concessionary companies).

#### **4.2.5. Suggested Continuation**

- ❑ Identify a sufficiently credible national institution to take charge of the systematic application of the indicators at the national level and publish the results by municipality periodically
- ❑ Execute periodic analyses of these indicators, with the purpose of determining those areas where the municipalities may require technical assistance and/or training and those where priority investments should be made to overcome specific weaknesses revealed by the indicators
- ❑ Establish coordination with the technical planning secretariat in order to precisely establish the similarities and differences with other municipal indicators, with the purpose of facilitating the formulation and control of national policies

### **4.3. Technological Improvements to SAFIMU II**

#### **4.3.1. Introduction**

Efforts to establish integrated information systems at the municipal level began in 1980 when GTZ developed and implemented the first integrated system, which included three components, cadastre, budget, and invoicing, in 100 municipalities.

In 1998, a new inter-institutional effort by RTI, USAID, GTZ, and ISDEM began operating the SAFIMU I System in only two municipalities. SAFIMU I had five components: cadastre, collections, accounting, budget, and treasury.



Between 1999 and 2002, the Ministry of Finance developed another effort to introduce the tax accounting model within the municipalities of the country. During these three years, the SAFI System was implemented in 130 municipalities.

Almost simultaneously, between 2000 and 2002, a new inter-institutional team was formed by RTI, USAID, FISDL, ISDEM, the Ministry of Finance, and the Accounts Court with the purpose of structuring and implementing an improved, integrated model capable of solving all the difficulties presented in previous experiences. This new model was called SAFIMU II and was applied initially in two pilot municipalities (Juayúa and San Antonio del Monte<sup>6</sup>). It included the same components of SAFIMU I, but substituted an accounting module for tax accounting and incorporated a stronger data base.

Between 2003 and 2004 DLGA assumed technical follow-up and training functions for SAFIMU II aimed at public and private sector actors and proposed the inclusion of two additional modules, namely property valuation and remunerations settlement.

#### **4.3.2. Main Activities Executed**

- ❑ Training technical operators in pilot municipalities regarding the comprehensive operation of the system, with the purpose of assuming maintenance responsibility for the system, at least at the primary level
- ❑ Training Ministry of Finance and Accounts Court officers regarding the nature and capabilities of SAFIMU II
- ❑ Design and integration of the set of SAFIMU II systems, to form a system capable of:  
a) identifying and registering urban and rural properties; b) registering construction built on these properties; and c) registering automatic valuation according to parameters
- ❑ Design and integration into the set of SAFIMU II systems the full remunerations payroll corresponding to the full strata of personnel in the municipality

#### **4.3.3. Main Achievements**

- ❑ 18 members of the municipal councils of Juayúa, San Antonio del Monte, and Acajutla have been trained in the general operation of the system, on the type of information it generates, and on the advantages of its use to make municipal councils' decisions more efficient
- ❑ 12 technical officers from the municipalities of Juayúa, San Antonio del Monte, and Acajutla were trained in the general operations of the system and in basic maintenance of the system
- ❑ 18 technical officers from the Ministry of Finance and Accounts Court were trained in the general operation of the system and in the scope and limitations of the information it can generate, with regard to the requirements and regulations presently in force
- ❑ Design and integration of the set of SAFIMU II systems, to create a system capable of: a) identifying and registering urban and rural plots of land; b) registering the construction built on these plots; and c) registering automatic valuation according to parameters
- ❑ Design and integration into the set of SAFIMU II systems the full remunerations payroll corresponding to the full strata of personnel in the municipality

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<sup>6</sup> Later, in year 2003, RTI, with financing from FISDL, included the municipality of Acajutla.

#### **4.3.4. Main Difficulties Found**

- ❑ Some mayors have shown resistance toward the establishment of an automated information system, as it takes away their ability to make some “exceptional decisions,” such as forgetting a pending debt, writing off interest to a particular tax payer, or issuing a check without having an invoice back up.
- ❑ The application of SAFIMU II requires previously established accounting codes and tax budgets and updated accounting registries. This is a very difficult condition to fulfill for the great majority of municipalities, as many have not yet introduced the tax accounting system, and their accounting statements show a generalized delay greater than three months.

#### **4.3.5. Suggested Continuation**

- ❑ Complete the final design of this integrated system, with the preparation of the costs module for the provision of basic services and the “Gerenciamiento” module (management indicators automatically generated by the system)
- ❑ Design and implement a leveling and updating program at the national level, for the present accounting and financial systems of the municipalities, to be able to access the installation of SAFIMU II
- ❑ Establish a progressive implementation program of SAFIMU II in the municipalities that have completed the prior leveling and updating phases of their present accounting and financial systems

### **4.4. Strategy for Local Economic Development in a Model Municipality**

#### **4.4.1. Introduction**

One of the most important responsibilities assigned to this project was the participative preparation and operation of a local economic development strategy in a model municipality.

The municipality of Acajutla was finally selected for the following reasons: a) it had been one of the municipalities that had executed a PEP during the previous project; b) it has one of the most important ports of the country, with interesting development potential in the short, medium, and long terms; and c) its present authorities have continuously shown a special willingness and interest in the implementation of these types of experiences at the local level.

By the end of this experimental intervention, the following results were achieved.

- Local and national private and public institutions were sensitized and willing to participate in the preparation and implementation of a local economic development strategy in Acajutla.
- A local economic development strategy for the short, medium, and long terms was prepared with broad participation by all local agents.
- A nonprofit multi-sectoral organization in charge of leading the local development initiatives and coordinating the execution of the strategy was formed.
- Consultation workshops by strategic sectors in local development are presently updated and strengthened.
- Associative groups of small producers have been organized, trained, and have a current business plan.

#### 4.4.2. Main Activities

- ❑ Mapping of relevant actors for local economic development in Acajutla (municipal authorities, large, medium, and small enterprises in goods and services, productive consultation discussion panels, etc.)
- ❑ Updating the sectoral consultation panels established in the participatory strategic planning process executed by the previous project
- ❑ Investigation into potential demands of the sectors (tourism, fishing and agriculture, and livestock)
- ❑ Participatory preparation of strategies for economic development in the long term, for each one of these sectors
- ❑ Contact visits and dissemination of this initiative with diverse sectors (municipal authorities, port authorities, and productive and social organizations in the municipality)
- ❑ Contact meetings with national and foreign institutions
- ❑ Creation and training of associated groups with regard to the discussion panels
- ❑ Organization of fairs, visits, and other informative events
- ❑ Competitiveness analysis for Acajutla and determination of the long-term vision
- ❑ Creation of a jobs bank
- ❑ Creation of an economic development unit for the municipality
- ❑ Establishment of an economic development commission for Acajutla
- ❑ Preparation of a long-term economic development strategy

#### 4.4.3. Main Achievements

- ❑ Activated sectoral consultation panels with strategies prepared in a participatory manner
- ❑ Diagnosis of sectoral demands
- ❑ Established and trained associated groups
- ❑ Immediate projects executed: fairs, street markets, festivals, etc.
- ❑ Economic development commission for Acajutla has been established and legalized and is composed of representatives of the municipality, from the productive sector and local community
- ❑ A short-, medium-, and long-term economic development strategy has been prepared and approved by the economic development commission.



Associated Groups Established in Acajutla

#### 4.4.4. Main Difficulties Found

- ❑ A large degree of political distrust on the part of the large local companies
- ❑ Municipal officers are very occupied by political activities

- ❑ Post-election change of government required the renewal of promotion for this initiative
- ❑ Lack of support from Central Government entities.

#### 4.4.5. Suggested Continuation

- ❑ Expansion of the number and type of participants in the development commission
- ❑ Strengthen the institutional positioning of the development commission
- ❑ Initiate the job bank functions within the commission
- ❑ Technical and financial assistance for projects identified under the strategy
- ❑ General promotion of the strategy
- ❑ Include the prepared strategy within the bases for the concession of the port

## VII. EVALUATION OF THE RESULTS OF THE PROJECT

To evaluate the project's compliance with the work plan and the results achieved, the original work plan matrices were adapted in the following way.

### RESULT N°

SPECIFIC OBJECTIVES	Proposed Indicators	Level of Achievement of Proposed Indicators	Programmed Activities	Level of Execution of Programmed Activities

All information of the original work plan matrices that was collected was placed in the columns shaded gray. The effective level of achievement of each one of the specific objectives, indicators, and programmed activities was registered in the columns shaded blue.

The details of these comparisons are found in the following tables.

## RESULT Nº 1: "Extend authority and improve the definition of local government roles "

Political authorities and public and private institutions and organizations have generated agreements, norms, and regulations destined to clarify and facilitate the exercise of the competencies that have to respond to municipal governments.

SPECIFIC OBJECTIVES	Budget Indicators	Level of Achievement of Proposed Indicators	Programmed Activities	Execution Level of Programmed Activities
1.1.- Promote discussion regarding policies to support legislative initiatives	3 conferences performed	4 conferences performed 3 Technical workshops executed	Execution of three national conferences about policies	3 conferences performed as detailed in this report  4 dissemination technical seminars with numerous participation as detailed in this report
1.2.- Provide studies and applied research	3 technical proposals elaborated and analyzed with relevant stakeholders  A document for the definition of norms that facilitates issuing municipal bonds	3 Proposals elaborated  A document regarding the issuance of municipal bonds elaborated	Elaboration of three technical proposals  Proposal to issue bonds and securities for municipalities	3 proposals elaborated as detailed in this report  A technical document for the issuance of municipal bonds elaborated by Dr. Marino Henao
1.4.- Increase availability and access to information about local development	A website designed with agreement from potential users  Design of municipal management standards about administration and finances and rendering of services	Website designed and in process of implementation  Standards designed and applied to all 28 project municipalities	Design and implementation of a webpage about local development at national level  Design and implementation of a system of standards about municipal management	Website designed and in process of implementation according to this report  Design and implementation of management indicators in administration and finances, and about basic services in the 28 municipalities served by the project

## RESULT Nº 2: "Improve the capacity of local governments to render services"

Municipalities have adopted new systems and procedures to efficiently administer material, human, and financial resources and to adequately manage programs for rendering of community services

SPECIFIC OBJECTIVES	Budget Indicators	Level of Achievement of Proposed Indicators	Programmed Activities	Level of Execution of Programmed Activities
2.1.- Improve operational, administrative, and financial municipal capacities in order to render services	NGOs personnel trained in the elaboration of AFD and MFSP	NGOs personnel trained	Training for NOGs technicians. Subcontractors	Training for NOGs technicians. Subcontracting for the elaboration of the AFD and MFSP, has been performed in 100% Details in this report.
	7 old municipalities have updated their administrative and financial systems	Administrative and financial systems in 7 old municipalities have been updated	Administrative and financial updating in old municipalities (Tier II)	Administrative and financial updating program for old municipalities performed in 10% Details in ANNEX Nº 2
	15 new municipalities have implemented modern administration and financial management systems	Modern administration and management systems implemented in the new 15 municipalities	Administrative and financial strengthening for new municipalities	Administrative and financial strengthening program for new municipalities performed in 100% Details in ANNEX Nº 2
2.2.- Develop municipal standards regarding administrative management and rendering of services in order to improve transparency	Decentralized service companies strengthen their operational and administrative systems	Strengthen operational and financial systems in 16 basic services decentralized companies	Operational technical assistance to decentralized service companies	Technical assistance to service companies provided in 100%
	Management standards designed, agreed, and implemented in 22 municipalities	Management standards designed and implemented in 28 municipalities	Design and implementation of a system of standards about municipal management	Design and implementation of management indicators about administration and finances and about basic services in the 28 municipalities assisted by the project
2.5.- Identification and dissemination of municipal services decentralized experiences	12 potable water experiences evaluated, systematized, and disseminated	12 water experiences evaluated, systematized, and disseminated	Potable water experience evaluation	Evaluation performed, systematized, and disseminated
	5 solid wastes experiences evaluated, systematized, and disseminated	4 solid wastes disposal experiences evaluated, systematized, and disseminated	Solid wastes experience evaluation	Evaluation performed, systematized, and disseminated

### RESULT Nº 3: "Identification of alternative and sustainable financing sources"

Municipalities have implemented new strategies destined to the incorporation of financial resources from alternative sources different from current ones such as loans with private banks, emission of titles, national and foreign private investment, capital investment from Salvadorans overseas, or other similar.

SPECIFIC OBJECTIVES	Budget Indicators	Level of Achievement of Proposed Indicators	Programmed Activities	Level of Execution of Programmed Activities
3.1.- Improve municipal capacity to increase the amount of collections	Historic collection of own incomes in 17 municipalities increased in an averaged of 25%	Own income collection in 21 municipalities increased in a 21% between 2002 and 2004	Technical assistance to municipalities in order to increase the level of collections	Technical activities performed in 100% Details in ANNEX 3.-
3.2.- Increase private sector participation in public-private associations for the rendering of services	11 municipalities with private financial participation in at least one of its services	11 municipalities with private financial participation in water and solid wastes management services	Private sector involvement program for the financing of municipal services	Currently have access to private financing: 4 SOCINUS partner municipalities (solid wastes) 6 TETRALOGÍA partner municipalities (potable water) 1 municipality San José Villanueva (potable water) Additionally, 19 partner municipalities of the MIPANOR and MICUSAN micro regions are considering the sale of shares to the private sector in order to finance their sanitary landfill
3.3.- Support chosen municipalities so they can access the loans and insurance market	5 municipalities had access to long term loans	Only 2 municipalities (Sonsonate and Santa Teda) had access to loan term loans in the financial market	Elaboration of situation analysis in municipalities that manage to have access to loans associations	a) There is still a lot of concern regarding long term loans b) There is no background related to the support of loans with long term mortgage c) Fiscal accounting is still fairly recent and municipal real state legalization is still far behind
3.4.- Improve municipal capacity to activate economic development and to attract private investors	1 municipality has elaborated an economic development promotion strategy	Local economic development strategy elaborated in the municipality of Acajutla	Elaboration of a local economic development strategy	Strategy elaborated in the municipality of Acajutla Details in this report

## RESULT Nº 4: "Increase public management transparency and citizen participation in decision making at local level

Municipalities have generated and institutionalized a participative and transparent system for local management, through the incorporation of the participative strategic plan and the adoption of transparency mechanisms and social auditing

SPECIFIC OBJECTIVES	Budget Indicators	Level of Achievement of Proposed Indicators	Programmed Activities	Level of Execution of Programmed Activities
4.1.- Promote and institutionalize participative processes and mechanisms through the use of participative strategic planning	NGOs personnel trained in PSP methodology	All NGOs technical personnel has been trained in PSP methodologies	Training for NGOs technicians Subcontractors	Training to NGOs technicians performed in 100% Details in this report.
	7 municipalities (Tier II) have updated their previous participative strategic plan and have strengthened the role of their LDCs.	The 7 old municipalities updated their participative strategic plans and strengthen the role of their corresponding LDCs.	Institutionalization of participative strategic plan in old municipalities	Institutionalization of strategic planning performed in 100% Details in ANNEX Nº 3.-
	15 new municipalities (Tier I) have elaborated their corresponding participative strategic plans	15 new municipalities elaborated their participative strategic plans	Implementation of participative strategic planning in new municipalities	Strategic planning implemented in 100% Details in ANNEX Nº 3.-
4.2.- Improve transparency and citizen accountability in selected municipalities	The 22 municipalities included in the project have elaborated an internal communication plan to facilitate transparency in local management	All old and new municipalities elaborated and put into practice their internal plans for communication in order to facilitate local management transparency	Implementation of transparency mechanisms in old and new municipalities	Transparency mechanisms implemented in 100% Details in ANNEX Nº 3



## RESULT Nº 5: "Special activities"

Utilization of opportunities that could result during the development of the Project

SPECIFIC OBJECTIVES	Budget Indicators DE LOGRO	Level of Achievement of Proposed	Programmed Activities	Level of Execution of Programmed Activities
5.1.- Take advantage of the 2003 municipal elections as an opportunity to increase participation and citizen discussion regarding local development	780 elected mayors and council members and 25 political party leaders assisted to the workshops about the principles of democratic governability	It was not possible to organize a massive training course for newly elected mayors and council members	Technical assistance to COMURES for the preparation of a training plan Training to elected mayors and council members regarding principles of governability Training to key officials from political parties	COMURES underestimated the idea of inserting a course about democratic governability for the recently elected authorities, since their interests were very clearly focused in immediate situations, political and administrative issues During the months after the election, political parties were more interested in training their elected members in issues related to policies and elemental administration
5.2.- Provide technical assistance to the municipality of Santa Tecla so it can restructure its public debt	The public debt of the Municipality of Santa Tecla has been restructured and adequately negotiated	The public debt of the Municipality of Santa Tecla has been restructured with financing from private banks, based on studies and projections provided by the Project	Elaboration of a public debt restructuring program for Santa Tecla Accompanying Santa Tecla in debt negotiation meetings	A financial diagnosis of the municipality was elaborated Its future financial expectations were established Financial statements for the use of banks were elaborated Assistance was provided to the municipal technical team regarding long term loan applications. This allowed for debt renegotiation

## **VIII. LESSONS LEARNED AND RECOMMENDATIONS FOR NEW PROJECTS**

Upon conclusion of the DLGA, RTI experts supervising each of its components were convened for the last time to identify the main lessons of this experience and the most relevant recommendations for the design and execution of similar projects for municipal participatory development.

The most relevant conclusions of this last evaluation workshop are presented below according to the main activities covered by the project.

### **i. CITIZEN PARTICIPATION**

#### **1. Encourage and Strengthen Local Leadership**

The most evident constant found in the 28 municipalities covered by DLGA is the close correlation between achievement in participatory processes and the enthusiasm and interest of mayors and council members.

Such evidence leads us to recommend that in any future selection of pilot municipalities to carry out this type of project, the interest and leadership potential of the mayors and council members should be taken into consideration. In some instances, however, mere enthusiasm was not sufficient if mayors did not devote enough time to their municipalities because of their own trade union or partisan obligations. Adequate encouragement and recognition activities are strongly recommended throughout the implementation of participatory processes in order to maintain or increase the enthusiasm and commitment of mayors and council members.

Any effort aimed at achieving or increasing the adherence and participation of municipal officers and natural leaders of the local community must be considered essential to the success of a participatory process for local development.

#### **2. Encourage Permanent Dialogue and Consensus**

In an authoritative culture, dialogue, traditionally, is rare. The introduction and institutionalization of dialogue, followed by agreement, commitment, and rendering of accounts, is an essential task for a successful participatory process for municipal management. People need the sense that they have been listened to with respect, that their opinions have been taken into consideration in a decision-making process, and that they have been allowed to voice their preferences in setting priorities for action. To achieve this, DLGA has successfully employed the group workshop technique. Group workshops are moderated by a facilitator responsible for controlling the time, ensuring due consideration and respect from the group to each of the lecturers, and recording and guiding debate, step by step, toward conclusions, formulated proposals, agreements, and commitments.

The sectoral participatory discussion groups set up in all the municipalities of the project proved to be particularly effective as centers of permanent dialogue. The groups provided verification of the programs and commitments that were made and permanent reformulation and adjustment of their respective short- and long-term programs.

### **3. Establish Clear and Encouraging Objectives**

Any participatory process for municipal development is intended to further the common interests of local authorities and citizens. To achieve the long-term vision of all the public and private agents, the process must define as clearly as possible the main objectives of three complementary elements: economic, social, and territorial-environmental.

It is necessary to break the long-term objectives down into a coherent set of gradual, quantifiable objectives to be achieved in the short, medium, and long term. Verifying achievement in each of the operational objectives will motivate the community to increase participation in the process.

### **4. Maintain Enthusiasm with Activities**

While the experience of participating in an objective diagnosis and definition exercise is usually very encouraging for many people, enthusiasm may wane when effects of the planning efforts are not detected.

For this reason, it is vital to try to implement a balanced planning-action process, defining and executing a calculated program of activities easily recognized by the public with a high level of community participation and low operating costs. Examples may be street and quarter cleaning; artistic and cultural activities or similar events; and ceremonies such as contests, inauguration and awards ceremonies, and similar events.

Based on the experiences of DLGA, the creation of a small fund at the beginning of the project specifically intended to finance this type of encouragement activity is strongly recommended.

### **5. The Participatory Processes Need Time to Consolidate**

The consolidation of a participatory process entails a great change of the cultural authoritative patterns that have been deeply rooted in many communities for many generations. The individual and collective adoption of new behavior models (punctuality, responsibility, excellence, team work, democratic leadership, etc.) is a gradual process that, in the light of the experience of this project, should be accompanied by technical assistance for a minimum period of three years. **Processes with a year or a year and a half of technical assistance present a very serious risk of stagnation and might even revert in the presence of significant pressures such as the election of new local authorities.**

### **6. Local Teams, Well Trained, Work Full Time**

The technical assistance provided by the project to a specific municipality must be transferred to a local technical team in the municipality. It would be worthless to have a mayor and council members available and willing to cooperate if a technical team capable of managing operations of the project has not been set up.

Based on the experiences from the various municipalities covered by DLGA, it is recommended that members of technical teams organized in future pilot municipalities should: a) be qualified professionals; b) receive from the project permanent and motivational technical training, and c) to the extent possible, work full time and be free from

responsibilities (technical, administrative, or political) other than those demanded by the project.

## **7. Balance and Independence in Credit Management**

For the institutionalization of a participatory process, it is important to always maintain a sound balance with regard to credit distribution based on the activities carried out and the achievements made in each stage. In practice and taking into account situations experienced in the municipalities assisted by DLGA, each one of the political parties will try at a given time to take credit for the project, claiming merit that may rightfully belong to the citizens and local participating organizations.

In view of this fact, the need to ensure that the project is identified as a strictly technical and fully independent activity, with decisions made above the particular interests of political or economic groups, is unmistakable. It is important that the plans and participatory organizations generated by the process are also viewed as stable instruments capable of surviving the periodic changes of local authorities that inevitably take place in the municipalities.

## **ii. MANAGEMENT AND FINANCE**

### **1. Match and Make Compatible the Systems, Manuals, and Procedures**

Introducing efficient and transparent accounting and budget systems to the administration of a municipality brings unquestionable benefit. Accounting and budget systems compatible with national accounting systems are best, and these efforts will always find natural allies such as the Ministry of Finance and the National Audit Office. National offices have a permanent interest in homogenizing these systems and procedures in order to duly supervise allocation of public funds to local governments.

DLGA's implementation of modern computer-operated information systems compatible with the public accounting system was greatly benefited by the strategic decision to previously instruct the technicians of the subcontracted companies—with the full cooperation of the experts of the Ministry of Finance and the National Audit Office—in the accounting and budget systems and procedures that should be implemented in each of the 28 assisted municipalities.

### **2. Make Objective the Real Cost of the Provision of the Services**

Traditionally, the municipalities lack specific data on the real cost of each of the basic services provided communities (potable water and sewer system, solid waste collection and disposal, public lighting, cemeteries, markets, and slaughterhouses, etc.). In the absence of this important information and in view of the permanent unwillingness of the population to pay the real value of these services, the municipalities are collecting unrealistic rates, thus accruing a historically huge operational deficit and a huge portfolio of delinquent users.

Without clearly identifying the real cost of each of the services provided by a municipality, it is simply impossible to define a policy for the reasonable management of such services (not even a minimum subsidy guideline), and consequently, define the management of the existing budget deficits.

Studies intended to identify the real cost of basic services became an important part of the efforts made by DLGA. The project found resistance on the part of the authorities to charging real rates—a politically unpopular move—maintained through the general excuse that the current rates were an irreplaceable way to subsidize the poorest families. Despite resistance to the rate adjustment, information about the real cost of each of the services made the municipalities revise at least the structure of these costs with the purpose of adopting measures for an eventual efficient organization of the costs.

### **3. Promote the Implementation of Internal Audits in Municipalities**

Four of the municipalities covered by the project took the initiative of hiring—at their own cost—internal audit services charged with detecting any mistake that may arise during the setup and operation of the recently implemented accounting and budget systems. Such self-evaluation efforts proved helpful and encouraging and must be promoted and incorporated in a future project from the beginning.

## **iii. SUPPLY OF BASIC SERVICES**

### **1. Participation of Users**

Based on the evaluation of the achievements of the potable water and solid waste companies assisted by DLGA, the most successful companies were those reporting a higher level of effective participation of the users of the services provided. This meant including the users: a) in the selection of the management system (public, mixed, or private) that would be adopted by the new decentralized company; b) in the organization of the general board of users; c) in the democratic election of the members of such board; d) in the approval of the bylaws and regulations of the company; e) in the periodical dissemination and training activities of the operative and administrative components of the new system; e) in the determination of the value of the rates; and f) in the annual accounts meetings, among many other actions.

### **2. Intensification of Educational Campaigns for Users and Authorities**

A decentralized service company (municipal, private, or mixed) requires a very clear definition of the roles and responsibilities of both providers and users. The roles and responsibilities must be expressed in well-defined contracts accurately stating: a) what is to be provided (quantity, frequency, and quality of the service); and b) how much will be paid for the provision of the service.

Unfortunately, in most Salvadoran municipalities these definitions do not exist. At present, users receive undefined services (for example, any type of water, any quantity, at any frequency) for which they agree to pay a fixed monthly rate that normally includes an unknown and unstipulated subsidy.

On one hand, potable water users—afraid of an increase in the current rates—are reluctant to agree to the installation of water consumption micrometers through which they could pay more reasonable and variable amounts in accordance with consumption levels.

On the other hand, the managing companies at the municipal level—afraid of the political rejection on the part of the users—are not willing to identify the real operating costs of the

systems or at least update the value of the rates, even up to minimum values that would cover the operating, maintenance, and development costs of the systems.

Trapped in these fears, current systems operate with increasing operational deficits that systematically deteriorate the quantity and quality of the already insufficient services. The systems are incapable of taking on the necessary investments to increase coverage, thus allowing the incorporation of new users.

In any developing country it is difficult to find a solution to this vicious circle. Nevertheless and based on the experiences of DLGA's technical assistance to 16 decentralized water and cleaning companies, new projects of similar nature should consider a proportionally greater effort to conduct more permanent and more intensive educational campaigns aimed at the communities of users as well as the authorities and executives of the decentralized service companies. The idea must be to emphasize the objective benefits that may arise, for the company as well as for the consumers, from a better identification of the services rendered and from a more accurate identification and update of the effective cost of service provision.

#### **iv. LOCAL ECONOMIC DEVELOPMENT**

##### **1. An Intersectoral Institution That Coordinates an Economic Development Strategy at Local Level**

A local economic development strategy is generated not only by the action of the productive agents (companies and workers) but also by the existence of favorable and adequate infrastructure conditions (roads, energy, communications, health services, etc.) and the enthusiastic and cooperative climate of the social organizations.

There are at least three key sectors that are indispensable to set a local development experience in motion: a) the local productive organizations; b) the municipality and other public agencies interested in the local economic development; and c) the civil organizations of the local community.

In the different Salvadoran municipalities, each of the sectors has been historically operating in an independent manner, with good or bad results, trying to do their best based on their own areas of interest and competence. However, their results have not been satisfactory due to a lack of complementarity and cooperation.

Any municipality that intends to start a long-term strategy for economic development must promote from the beginning the constitution and operation of an independent and fully representative organization designed to: a) make a diagnosis of the local economic reality along with the existing strengths, opportunities, weaknesses, and threats to achieving economic development; b) generate a long-term intersectoral local development strategy, identifying and matching the goals proposed by the main productive sectors; c) facilitate, coordinate, and follow up the actions programmed by each of the sectors; d) facilitate the attraction of internal and external productive investments; and e) take the necessary steps to obtain technical and financial contributions from international and local organizations that promote development.

In the municipality of Acajutla, this strategy was employed with some delay and in a highly politicized environment affected by the polarized presidential elections. Even under these

conditions, within one year it was possible to legally constitute the Economic Development Commission of Acajutla (CDEA), prepare and approve its bylaws, make a productive diagnosis with the main sectors, and define a long-term strategy for local economic development. Gradual institutional consolidation work and training for members and professionals of the commission so that they can carry out their tasks in a timely and efficient manner are still pending.

## **2. Active Incorporation of the Private Sector**

Without any doubt, the leading role in local economic development belongs to the local productive agents (big, medium, and small companies). In the end, the big or small entrepreneurs will take on the risk of investing in a specific project based on reasonable expectations to obtain an economic return of the cost of their investment and expenses with a profit margin that would compensate the risk that they assumed.

The motivation and incorporation of the current or potential local entrepreneurs is one of the main responsibilities in any strategy for local economic development. The social sectors and public institutions will always have a complementary nature, always trying to facilitate the actions of the entrepreneurs with the provision of adequate infrastructures, adequate material, human and financial resources, simple rules and regulations and updated and timely technical and commercial information. One of the things most important to entrepreneurs is encouragement and recognition by the local organizations of the significant role that they have in the generation of wealth and employment inside the municipality.

## **3. The Facilitating Role of the Municipality**

It is necessary to clearly establish from the beginning of the project--at the level of municipal authorities and officers--that the participation of the municipality in the implementation of a strategy for local economic development is of high significance. The municipality must adjust to the role of a facilitator of the process. Its main action must be the generation of an adequate channeling of public resources (local, national, and international) in order to provide the road, port, communication, educational, and sanitation infrastructures identified and programmed by the long-term strategy for local economic development.

Consequently, any local development department or office established in a municipality must deem inappropriate any aspiration to manage the local economic development, focusing instead on the necessary steps for the adequate and timely provision of the investments and public services set out by the productive agents and incorporated into the long-term strategy. The strategy should be approved and supervised by the local economic development commission, which makes its decisions in an independent and organized way, with representatives of the municipality, private entrepreneurs, and social organizations of the community.

## **4. An Explicit Support Commitment from Public and Private Agencies at National Level**

In plans to start a new experimental local economic development project in another municipality, it is highly advisable to obtain from the beginning an explicit support commitment from an agency of the national government (Ministry of Economy, Tourism,

Internal Affairs, Agriculture, or other) and from an association of the private sector (FUSADES, FORTAS, FUNDEMAS or other).

## **IX. SUCCESS STORIES**

As part of this final report, the DLGA provides two excellent examples of successful practice supported during the course of the project. These are: 1) the participatory, community-based management of the water supply company by the municipality of **Suchitoto**; and 2) **Santa Tecla**, the first municipality in the San Salvador metropolitan area to develop its own PEP. The details on the successful experiences of these two activities are as follows:

### **SUCHITOTO: DECENTRALIZED AND SUCCESSFUL ADMINISTRATION OF POTABLE WATER AND SEWER SERVICES**

#### **Background**

The municipality of Suchitoto is located in the Department of Cuscatlán, near the center of the country, 46 kilometers from the city of San Salvador. Its area is 329.2 km<sup>2</sup>, of which 3.13 km<sup>2</sup> are urban. Suchitoto has 28 cantons and 77 communities.

During the armed conflict, Suchitoto's citizens had the opportunity to manage the potable water supply system of the National Aqueducts Administration (ANDA). After the signing of the Peace Accords, there was considerable citizen interest in the decentralization of the ANDA system—in allowing Suchitoto to be in charge of administering and operating the system. An initial meeting, which involved the participation of some 400 people, was held for this purpose. House-to-house surveys were later executed. After collecting signatures from the interested parties, the municipal authorities proposed requesting this concession of the Legislative Assembly and ANDA.

The municipal council requested the support from the United States Agency for International Development (USAID) and then obtained technical assistance from RTI for the following: a) preparation of a diagnosis of the potable water and sewer system in the developed urban area; b) preparation of a study of the legal framework on which to begin the system's decentralization negotiations; and c) facilitation of citizen participation in decisions affecting the structure and operations of a future decentralized company.

The diagnosis of the potable water and sewer systems demonstrated the technical and financial feasibility of municipal management. Coincidentally, the central government informed the public that it was going to establish a pilot decentralization plan for water systems and was therefore allowing immediate negotiations with ANDA. This negotiation lasted approximately one year, and during this period RTI continually provided technical support and supported very close and rapid communication between the Suchitoto Municipal Council and the users of the water and sewer systems.

#### **Creation of a Decentralized Company**

The first step was to structure a provisional honorable-citizens committee composed of representatives of the neighborhoods and members of the municipal council. The following steps were taken by the leadership of this committee during the development of this process:



- ❑ The varying service administration options were presented to the users (municipal, private, or mixed).
- ❑ The users and the municipal council decided to create a decentralized municipal company with citizen participation.
- ❑ Statutes were prepared accordingly and were presented for approval.
- ❑ To create the general users assembly of the operating company, five members were elected through a voting process involving representatives of the neighborhood.
- ❑ The users assembly elected five directors and two substitute directors from among the user representatives for the board of directors. The positions within the board of directors were defined by internal agreement of the members of the board.
- ❑ The Municipal Water and Sewerage Administration Company of Suchitoto (EMASA) was legalized.
- ❑ Finally, the board of directors and organizational structure of the company was finalized.

### **The Difficulties Overcome**

From the time of its establishment (February 2001) to date, EMASA has been overcoming a series of difficulties, such as:

- ❑ Since the existing system had already exceeded its useful life, a very detailed diagnosis and a detailed strategic investment plan to repair and reconstruct the network needed to be prepared.
- ❑ The diagnosis delivered by ANDA was extremely out of date. In fact, a year after start-up of operations, the physical layout of the users' network had not yet been delivered.
- ❑ Fee collection for services was done using valid rates established by the Ministry of Economy, but the rates were not related to the real costs of the services.
- ❑ The concession systems continue to belong to ANDA, which sets controls over the new decentralized companies. As there is no national regulating entity in place, ANDA plays the double role of operator and regulator.
- ❑ At the beginning of the process 75% of the direct connections had no meters or were not working.
- ❑ The new company, though a small-scale purchaser, faced the high costs of acquiring materials, equipment, tools.

### **Achievements to Date**

#### **a) Modernization of the Organizational Structure**

- ❑ The company has an assembly and board of directors elected by the users, approved legal status, and the authority established in the relevant statutes.
- ❑ The company has established a well-equipped office and its own accounting system and can rely on the assistance of external auditors.
- ❑ The required, ideal staff have been contracted.
- ❑ The company's data base is mechanized and updated.
- ❑ An automated system for fee collection has been instituted.

#### **b) Active and Dynamic Policies**

- ❑ Participation by the users in directing, planning, and evaluating the administration and operations system
- ❑ Constant update of the users' registry
- ❑ Control over large consumers

- ❑ Control of fraudulent connections and illegal sale of water
- ❑ Training the users and students on a new water-saving and care culture
- ❑ Regular maintenance and repair of the system
- ❑ Income from the new company used exclusively for the improvement and expansion of the potable water and sewer systems
- ❑ Active involvement by the members of the board of directors in the preparation of the company's public education and information plan

#### **c) Direct Benefits for the Users**

- ❑ Users can pay their bills, make claims, and ensure services in their own towns
- ❑ Processes for obtaining connection rights, getting attention to claims, and making repairs are faster
- ❑ Bills are automatically issued by machine based on true meter readings
- ❑ Expanded service coverage
- ❑ Tremendously improved water quality (Consumption and water-quality monitoring is carried out on a monthly basis in coordination with MSPAS and ANDA. Additionally, a sewage water treatment plant was built.)

#### **General Conclusions**

The most important lessons from the Suchitoto experience include:

- ❑ The keys to a successful project are citizen participation and the full exercise of democratic mechanisms in the process.
- ❑ When the municipal government promotes and maintains an open process, listens to the community, and shares decision-making and responsibilities with the local population, the outcome is a strengthening of trust among the key actors and an improvement of the services.
- ❑ The municipal government and the community must assume responsibility for their new, complementary roles with respect to the care, protection, and sustainability of the water and sewer systems. They must therefore effectively discard the paternalist practices of the past.

### **SANTA TECLA: FIRST MUNICIPALITY OF THE METROPOLITAN AREA WITH ITS OWN STRATEGIC PARTICIPATORY PLAN**

#### **Background**

Santa Tecla is one of the 14 municipalities that make up the Metropolitan Area of San Salvador (AMSS; AMSS is 4% of the total national territory). Santa Tecla influences a good part of the political, social, and economic dynamics of the country. The disproportionate growth of the AMSS, together with the lack of clear land management and resource protection policies, are causing great environmental degradation problems. These are added to the already existing threats endemic to the territory, a region that often faces earthquakes, landslides, and floods.

During the past few decades, Santa Tecla has seen a large influx of new inhabitants. The greatest urban growth was experienced from 1968 to 2000, with the population ultimately reaching a density that threatened land use and the surrounding natural reserves. The earthquake of year 2001 occurred within this context of overcrowding, and its impact on the

municipality of Santa Tecla reinforced the need to plan a better municipality with citizen participation.

In 2002, Santa Tecla started a strategic participatory planning process with funding from USAID and technical advice from RTI and FUNDE. The resulting strategic participatory plan (PEP) for Santa Tecla reflects a consensus of the citizens and authorities on the main problems, strategic objectives, and actions necessary to promote development in the municipality. To date, this is a unique and unprecedented exercise in the country. Although there are other municipalities that have developed participatory processes, they are less populous and they are rural, rather than urban.

### **The Strategic Participatory Planning Document**

The PEP contains the following:

1. Geographic, demographic, and historic information of the municipality;
2. Participatory diagnosis of the municipality resulting from territorial and sectoral workshops held during the process;
3. Technical diagnosis of the key sectors for Santa Tecla's development, executed by FUNDE and RTI specialists;
4. Participatory institutional diagnosis executed by each of the municipality's departments;
5. Development vision of the municipality and mission of the municipality;
6. Development strategies for each of the key sectors and City Hall, prepared based on participatory and technical diagnosis;
7. Consolidation of the territorial and sectoral projects as identified for strategic implementation;
8. Operational and municipal management plans, with projects prioritized under the municipal investment budget and external funding.

### **The Participatory Process**

The PEP involved organizing citizen, territorial and sectoral work tables, where representatives of the communities and sectors came together with representatives of the municipality and worked on planning and management on the most relevant issues of the municipality's development. The activities and priorities defined during the participatory planning process were an important input in the effort of constructing the future Santa Tecla.

The goal of the citizen's work tables' was to systematically and permanently convene representatives of civil society and of the municipal government. The sectoral tables negotiate and control policy development, and the programs and projects pertinent to their respective sectors. The work of the representatives is done on a completely voluntary basis.

The strategic participatory planning process is promoted through the implementation of a planning-action strategy that from the beginning has allowed representatives to actively influence the resolution of the municipality's problems.

Some of the most important achievements in the implementation of this planning-action strategy are, for example, the construction of a mini-bus terminal, executed by the transportation work table, and the management and delivery of fertilizer to small producers and development of the "family farms" (granjas familiares), with technical assistance from the agricultural work table.

The women's work table initiative was the preparation of a gender policy, which on February 5, 2004 was adopted by the local government. This put human and financial resources at the disposal of the municipality for improving gender relations, including the creation of the women's commission and the gender administration unit.

The youth work table has had an equally important impact, developing different training events for youth leadership in the municipality--such as artistic and sports festivals--as well as implementing scholarship programs in the municipality. The health work table developed a campaign to combat dengue, in coordination with the Ministry of Health and non-governmental organizations.

The education table is made up of representatives of the main public and private institutions of the municipality. The mayor recently took the members' oath of commitment to the execution of the PEP.

Also, a program called "Small Works of Great Impact" has been implemented in neighborhoods, communities, and cantons of the municipality. This has been achieved through funding from the city hall and the efforts of citizens. The idea is to recover the green or park areas that were abandoned and deteriorated.

To ensure the institutionalization of the PEP process, Santa Tecla's city hall created a citizens participation management unit to coordinate efforts between the municipality, the work tables, and territorial representation of the citizens. This unit is the main PEP promotion agent of the municipality; it coordinates the municipal council, sectoral tables, territorial representation, organizational work of the city hall, and the different administrative levels of the municipality. Through this unit, citizens can develop ties to the different actors participating in the PEP and become updated on its programmatic progress.

Another key community element is the Citizens' Assembly, which comprises urban and rural territorial representation, sectoral tables, and the municipal council. The assembly has elected the members of the local development committee (CDL), the entity responsible for proposing statutes and internal regulations. The CDL has also helped prepare the citizen participation ordinance, which provides a legal basis for the PEP and the assembly to serve as permanent participation mechanisms. As such, citizens have increased authority to interact with the municipal government on strategic decisions related to the development of Santa Tecla. Presently, the CDL participates with the municipal council in the annual formulation of the annual investment budget, based on the priorities established by the PEP.

The 2005 priorities established for investment of municipal resources were: access roads, public lighting, green areas, and basic services in the rural areas; legalization of land and housing in the communities under development; and strengthening of neighborhood organizations.

## **Conclusion**

Santa Tecla has become the first municipality of the Metropolitan Area of San Salvador to create an instrument allowing its authorities and citizens to plan investments and activities for the long term. Several countries and cooperating agencies have joined in this effort, thereby ensuring that the municipality is responding to the priorities established by the citizens, through dialogue and consensus, under the framework that began with the formulation of the PEP.

## ANNEX Nº 1

# USAID STRATEGIC INDICATORS

Since the beginning of the first municipal development project initiated by USAID in El Salvador, through contract with RTI, it was considered necessary to design and put into practice a set of chosen indicators to allow periodic measurement of progress achieved through subsequent technical assistance programs.<sup>1</sup>

These indicators are the following:

1. Number of families in target municipalities that receive certain municipal services (final collection and disposition of garbage):

Years	1997	1998	1999	2000	2001	2002	2003	2004
<b>Projected</b>		27,683	42,327	47,105	51,815	56,996	59,358	60,025
<b>Achieved</b>		33,516	41,723	50,082	49,043	58,771	58,876	72,677

2. Number of municipalities with Local Development Councils trained and with an established norm in implementing local accounting processes:

Years	1997	1998	1999	2000	2001	2002	2003	2004
<b>Projected</b>					2	4	5	17
<b>Achieved</b>					2	4	12	15

3. Incomes (own) generated locally in target municipalities

Years	1997	1998	1999	2000	2001	2002	2003	2004
<b>Projected</b>	4,721	6,140	7,479	8,717	10,069	11,634	14,000	16,000
<b>Achieved</b>	5,339	6,499	7,703	8,512	10,077	9,672	12,373	14,718

4. Funds assigned for investment in services and infrastructure in target municipalities:

Years	1997	1998	1999	2000	2001	2002	2003	2004
<b>Projected</b>	3,664	3,676	6,890	10,407	11,660	12,425	20,000	25,000
<b>Achieved</b>	1,588	7,390	7,682	9,529	11,535	11,741	24,905	20,270

<sup>1</sup> Projections for year 2003 and 2004 include estimations performed in the 15 new municipalities that have been recently added to the 28 previous municipalities that constituted the data base up to year 2002.

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**Annex N° 2**  
ADMINISTRATION AND FINANCE COMPONENT

Local Democratic Strengthening Project (FODEL)  
**ADMINISTRATION AND FINANCE COMPONENT**  
 Activity Progress as of January 31, 2005

Municipality	Main Activities	Major Achievements	Major Difficulties	Follow-On Projects
Cojutepeque	<ul style="list-style-type: none"> <li>Implementation of a job description and functions manual</li> <li>Adjustment and implementation of a work performance evaluation manual</li> <li>Implementation of an inventory stock control system</li> <li>Implementation of a fixed assets inventory control system</li> <li>Implementation of accounting procedures to facilitate the implementation of the SAFIMU II system</li> </ul>	<ul style="list-style-type: none"> <li>The Municipal Council approved the implementation of the MOF, and job positions were reassigned in the accounting area and UACI</li> <li>The traditional work performance evaluation scheme was changed. Additionally, a committee was set up to follow up the results</li> <li>An automated program was created to control the stock and fixed assets inventory. It was funded by SACDEL and was based on procedures designed by RTI</li> <li>Governmental accounting procedures were updated</li> </ul>	<ul style="list-style-type: none"> <li>The involvement of the head offices in the implementation of the MOF was limited</li> <li>Since it was a pre-election period, the Municipal Council did not approve an ordinance to update the fees for services</li> </ul>	<ul style="list-style-type: none"> <li>Modernization of the collection process</li> <li>Implementation of an integrated administrative and financial system</li> <li>Legalization of the municipal property</li> </ul>

Municipality	Main Activities	Major Achievements	Major Difficulties	Follow-On Projects
<b>Victoria</b>	<ul style="list-style-type: none"> <li>Preparation and implementation of a budget by management area</li> <li>Adjustment and implementation of a work performance evaluation manual</li> <li>Implementation of a fixed assets inventory control system</li> <li>Implementation of accounting procedures to facilitate the implementation of the SAFIMU II system</li> <li>Preparation of a study of financial results for the provision of municipal services</li> <li>Training in and implementation of tax control and record procedures</li> </ul>	<ul style="list-style-type: none"> <li>Governmental accounting procedures were implemented</li> <li>The traditional work performance evaluation scheme was changed, and the council is more objective in decision making</li> <li>An automated program was created to control the fixed assets inventory; it was funded by SACDEL and was based on procedures designed by RTI</li> <li>The municipal fees ordinance was reformed and approved</li> <li>The official property registry was updated</li> </ul>	<ul style="list-style-type: none"> <li>The collection process is not applied on a systematic basis</li> </ul>	<ul style="list-style-type: none"> <li>Implement an integrated administrative and financial system</li> </ul>
<b>Jutiapa</b>	<ul style="list-style-type: none"> <li>Implementation of a fixed assets inventory control system</li> <li>Preparation of a study of financial results for the provision of municipal services</li> <li>Preparation and implementation of a budget by management area</li> <li>Implementation of accounting procedures to facilitate implementation of the SAFIMU system</li> </ul>	<ul style="list-style-type: none"> <li>The fixed assets inventories were updated, thus facilitating the implementation of accounting methods</li> <li>The official property registry was updated, thus improving tax collection</li> <li>Governmental accounting procedures were implemented</li> </ul>	<ul style="list-style-type: none"> <li>The ordinance proposed for the fee reform was not published in the Official Gazette due to lack of municipal funding</li> </ul>	<ul style="list-style-type: none"> <li>Implement an administrative and financial information system</li> <li>Tax records update</li> <li>Legalization of municipal property</li> </ul>



Municipality	Main Activities	Major Achievements	Major Difficulties	Follow-On Projects
<b>Talnique</b>	<ul style="list-style-type: none"> <li>• Preparation and implementation of a budget by management area</li> <li>• Implementation of accounting procedures to facilitate implementation of the SAFI system</li> <li>• Training in and implementation of manuals for tax record and control procedures</li> <li>• Implementation of a family estate registry</li> </ul>	<ul style="list-style-type: none"> <li>• SAFI governmental accounting procedures were implemented</li> <li>• Customer service was improved through the mechanization of the REF</li> <li>• New jobs were assigned, resulting in a better administrative organization</li> <li>• External audit services were contracted</li> <li>• A strategic alliance between the municipalities of Jayaque and Sacacoyo was made in order to exchange experiences and prepare the official property registry in each of the municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• The Municipal Council is not well integrated into the project due to lack of leadership on the mayor's part</li> </ul>	
<b>Sacacoyo</b>	<ul style="list-style-type: none"> <li>• Preparation and implementation of a budget by management area</li> <li>• Training in and implementation of manuals for tax record and control procedures</li> <li>• Campaign to recover delinquency in payment and reclassify the current account</li> </ul>	<ul style="list-style-type: none"> <li>• The municipality already started the process of implementing SAFI governmental accounting</li> <li>• New jobs were assigned, resulting in a better administrative organization</li> <li>• A strategic alliance between the municipalities of Jayaque and Sacacoyo was formed in order to exchange experiences and jointly prepare the official property registry in each of the municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• The ordinance proposed for service fee reform was not published due to lack of funds</li> <li>• Lack of will to implement systematic collection processes</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an integrated administrative and financial system</li> <li>• Implement an official property registry using a geographic information system</li> </ul>

Municipality	Main Activities	Major Achievements	Major Difficulties	Follow-On Projects
<b>Jayaque</b>	<ul style="list-style-type: none"> <li>• Implementation of a job description, organization, and functions manual</li> <li>• Preparation and implementation of a budget by management area</li> <li>• Implementation of accounting procedures to facilitate the implementation of the SAFI system</li> <li>• Training in and implementation of manuals for tax record and control procedures</li> <li>• Implementation of a family estate registry</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs were assigned, resulting in a better administrative organization</li> <li>• Customer service was improved as a result of the mechanization of the REF</li> <li>• The municipal property registry was prepared and published</li> <li>• Municipal computer equipment was upgraded</li> <li>• The property registry kept in books was transferred to cards</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal personnel is not trained in using the computer system</li> <li>• Limited involvement of the Municipal Council in the technical assistance process</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of SAFI governmental accounting procedures</li> </ul>
<b>Nahuizalco</b>	<ul style="list-style-type: none"> <li>• Training in and implementation of manuals for tax registry and control procedures</li> <li>• Preparation and implementation of a budget by management area</li> <li>• Preparation of an organizational climate diagnosis</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs were assigned, resulting in a better administrative organization</li> <li>• A project to update the property registry and businesses was set up</li> <li>• An ordinance for the municipal property registry was prepared and published</li> </ul>	<ul style="list-style-type: none"> <li>• The collection process is not applied on a systematic basis</li> <li>• The involvement of the council and some municipal divisions in the implementation of technical assistance was limited due to work overload</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of SAFI governmental accounting procedures</li> </ul>

Municipality	Main Activities	Major Achievements	Major Difficulties	Follow-On Projects
<b>Salcoatitán</b>	<ul style="list-style-type: none"> <li>• Training and implementation of manuals for tax record and control procedures</li> <li>• Preparation and implementation of the budget by management area</li> <li>• Preparation and implementation of the budget by management area</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Governmental Accounting</li> <li>• The project to update the property registry and businesses was set up</li> <li>• The ordinance for the municipal property registry was prepared and published</li> </ul>	<ul style="list-style-type: none"> <li>• The collection process is not applied on a systematic basis</li> <li>• The involvement of the Council in the implementation of the technical assistance was limited</li> </ul>	
<b>Apastepeque</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Training in and implementation of manuals for tax record and control procedures</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Preparation and implementation of a budget by management area</li> <li>• Implementation of a family estate registry</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> </ul>	<ul style="list-style-type: none"> <li>• A fixed assets inventory was updated</li> <li>• A campaign to recover the delinquency in payments was implemented</li> <li>• Costs of the services to the community were published</li> <li>• A property registry was updated</li> <li>• A municipal fee ordinance was reformed and approved</li> <li>• Governmental accounting procedures were implemented</li> <li>• The family estate registry was implemented with municipal resources.</li> <li>• The work performance evaluation system was adopted by the mayor and the Municipal Council</li> </ul>	<ul style="list-style-type: none"> <li>• Employees lack motivation and encouragement to carry out their tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an integrated administrative and financial system</li> <li>• Create a network to provide administration services in the municipality cantons</li> <li>• Legalization of municipal property</li> </ul>

Municipality	Main Activities	Major Achievements	Major Difficulties	Follow-On Projects
<b>Villa EL Triunfo</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Campaign to recover delinquency in payment and reclassify current accounts</li> <li>• Training in and implementation of manuals for tax record and control procedures</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Preparation and implementation of a budget by management area</li> <li>• Implementation of a family estate registry</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> </ul>	<ul style="list-style-type: none"> <li>• A fixed assets inventory was updated</li> <li>• A campaign to recover the delinquency in payments was implemented</li> <li>• Costs of community services were published</li> <li>• A property registry was updated</li> <li>• A municipal fees ordinance was reformed and approved</li> <li>• Governmental accounting procedures were implemented</li> <li>• A family estate registry was implemented with municipal resources</li> <li>• The work performance evaluation system was adopted by the Municipal Council</li> </ul>		<ul style="list-style-type: none"> <li>• Implement an integrated administrative and financial system</li> </ul>
<b>El Divisadero</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Campaign to recover delinquency in payment and reclassify current accounts</li> <li>• Training in and implementation of manuals for tax record and control procedures</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Preparation and implementation of a budget by management area</li> </ul>	<ul style="list-style-type: none"> <li>• The fixed assets inventory was done</li> <li>• The overdue balance was identified. The current account registry and control per taxpayer was transferred from books to cards, thus facilitating the normal collection and recovery of past-due accounts</li> <li>• The tax and current account record kept in books was modernized and transferred to cards</li> </ul>	<ul style="list-style-type: none"> <li>• The collection process is not applied on a systematic basis</li> <li>• The financial resources available to update tax records are very limited</li> </ul>	<ul style="list-style-type: none"> <li>• Implement governmental accounting procedures</li> </ul>

Municipality	Main Activities	Major Achievements	Major Difficulties	Follow-On Projects
<b>San Carlos</b>	<ul style="list-style-type: none"> <li>Implementation of a fixed assets inventory control</li> <li>Campaign to recover delinquency in payments and reclassify current accountst</li> <li>Training in and implementation of manuals for tax record and control procedures</li> <li>Preparation and implementation of a budget by management area</li> </ul>	<ul style="list-style-type: none"> <li>A fixed assets inventory was done</li> <li>The overdue balance was identified. The current account registry and control per taxpayer was transferred from books to cards, thus facilitating the normal collection and recovery of past-due accounts</li> <li>The tax and current account records were modernized and transferred from books to cards</li> </ul>	<ul style="list-style-type: none"> <li>The collection process is not applied on a systematic basis</li> <li>The financial resources available to update tax records are very limited</li> </ul>	<ul style="list-style-type: none"> <li>Implement governmental accounting procedures</li> </ul>
<b>Sonsonate</b>	<ul style="list-style-type: none"> <li>Campaign to recover delinquency in payment and reclassify current accounts</li> <li>Adjustment and implementation of a work performance evaluation manual</li> <li>Computer diagnoses</li> <li>Preparation of rules and regulations for Municipal Council meetings</li> <li>Implementation of accounting procedures to facilitate implementation of the SAFIMU II system</li> </ul>	<ul style="list-style-type: none"> <li>A campaign to recover past-due payments was implemented</li> <li>The work performance evaluation system was adopted by the general manager, thus facilitating its implementation</li> <li>Based on a pilot test in a model development, the tax record update was continued</li> <li>The regulations and rules of conduct for Municipal Council meetings were published</li> <li>Improvement of the physical layout and infrastructure of the municipality</li> </ul>	<ul style="list-style-type: none"> <li>Centralized decision-making</li> <li>Limited access to the information</li> </ul>	<ul style="list-style-type: none"> <li>Implement an integrated administrative and financial system</li> <li>Reclassification of current accounts</li> </ul>

Municipality	Main activities	Major achievements	Major Difficulties	Follow-On Projects
<b>Sensuntepeque</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> </ul>	<ul style="list-style-type: none"> <li>• A fixed assets inventory was done</li> <li>• SAFI governmental accounting procedures have been implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Limited involvement of the Municipal Council</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an integrated administrative and financial system</li> <li>• Update the property registry and businesses</li> </ul>
<b>Usulután</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Campaign to recover delinquency in payment and reclassify current accounts</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Training in and implementation of manuals for tax record and control procedures</li> <li>• Implementation of a family estate registry</li> <li>• Implementation of accounting procedures to facilitate implementation of the SAFIMU II system</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> </ul>	<ul style="list-style-type: none"> <li>• A fixed assets inventory was updated and coded</li> <li>• A campaign to recover past-due accounts was implemented</li> <li>• Based on a pilot test in a model development, the tax registry update was started</li> <li>• A family estate registry was implemented, to which the municipality contributed 60%</li> </ul>	<ul style="list-style-type: none"> <li>• The fee ordinance was not published for political reasons</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an integrated administrative and financial system</li> </ul>

Municipality	Main activities	Major achievements	Major Difficulties	Follow-On Projects
<b>San Francisco Menéndez</b>	<ul style="list-style-type: none"> <li>• Implementation of a treasury manual</li> <li>• Implementation of a fixed assets inventory control system</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> </ul>	<ul style="list-style-type: none"> <li>• A fixed assets inventory was done</li> <li>• Governmental accounting procedures were implemented</li> <li>• The work performance evaluation system and the internal audit were adopted by the Municipal Council</li> </ul>	<ul style="list-style-type: none"> <li>• The collection process is not applied on a systematic basis</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an integrated administrative and financial system</li> <li>• Update and mechanize the registry of property and businesses</li> </ul>
<b>San Antonio del Monte</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Campaign to recover delinquency in payment and reclassify current accounts</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> </ul> <p>Implementation of a pilot test to test a property assessment system</p> <p>Experimental implementation of the automated system of the payroll module</p>	<ul style="list-style-type: none"> <li>• A fixed assets inventory was done</li> <li>• The campaign to recover past-due accounts was implemented</li> <li>• The work performance evaluation system was adopted by the mayor to be used as a basic tool to define incentives for the personnel</li> <li>• Development of a pilot test of the property registry and payroll module in order to improve the SAFIMU-II integrated information system</li> </ul>		<ul style="list-style-type: none"> <li>• Training in the use and interpretation of the indicators and financial statements</li> </ul>

Municipality	Main activities	Major achievements	Major Difficulties	Follow-On Projects
<b>San Isidro</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> <li>• Follow up to the actions to implement governmental accounting procedures</li> </ul>	<ul style="list-style-type: none"> <li>• The fixed assets inventory was updated and coded</li> <li>• The work performance evaluation system was adopted by the mayor to be used as a basic tool to define incentives for the personnel</li> <li>• Governmental accounting procedures have been implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Limited access to resources to assess the property</li> </ul>	<ul style="list-style-type: none"> <li>• Training in the use and interpretation of the indicators and financial statements</li> </ul>
<b>Suchitoto</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> <li>• Follow up to the actions to implement governmental accounting procedures</li> </ul>	<ul style="list-style-type: none"> <li>• The fixed assets inventory was updated and coded, and a Kardex control is in place</li> <li>• Governmental accounting procedures have been implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Limited access to resources to assess property</li> </ul>	<ul style="list-style-type: none"> <li>• Training in the use and interpretation of the indicators and financial statements</li> </ul>
<b>San Francisco Gotera</b>	<ul style="list-style-type: none"> <li>• Implementation of a fixed assets inventory control system</li> <li>• Campaign to recover delinquency in payment and reclassify current accounts</li> <li>• Preparation of a study of financial results for the provision of municipal services</li> <li>• Implementation of accounting procedures to facilitate the implementation of the SAFIMU II system</li> <li>• Adjustment and implementation of a work performance evaluation manual</li> </ul>	<ul style="list-style-type: none"> <li>• The fixed assets inventory was done</li> <li>• The campaign to recover past-due accounts was implemented</li> <li>• Accounting records with a one-year delay were updated</li> <li>• The work performance evaluation system was adopted by the general manager, thus facilitating its implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Limited involvement of the Municipal Council</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an integrated administrative and financial system</li> <li>• Update the property registry and businesses</li> </ul>





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FODEL- RTI / USAID PROJECT  
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**Annex N° 3**  
**CITIZEN PARTICIPATION COMPONENT**

**Local Democratic Strengthening Project (FODEL)**  
**CITIZEN PARTICIPATION COMPONENT**  
**Activity Progress as of January 31, 2005**

## 1.- Progress of Participatory Processes in NEW MUNICIPALITIES:

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
Talnique	<ol style="list-style-type: none"> <li>Establishment of the base line and progress line of the project: Application of basic criteria</li> <li>Development of the PEP process: <ul style="list-style-type: none"> <li>Territorial, sectoral, and institutional diagnosis</li> <li>Preparation of strategic sectoral proposals</li> <li>Preparation of the final document: PEP</li> <li>Making the PEP public</li> <li>Set up and training of the CDL</li> </ul> </li> <li>Implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>Making the municipal budget public</li> <li>Municipal Council rendering of accounts</li> <li>Technical assistance to the CDL for implementation of civic oversight</li> </ul> </li> <li>Approval and publication of a civic oversight ordinance</li> </ol>	<ul style="list-style-type: none"> <li>A CDL was set up with community leaders of the urban zone and 3 of the municipality cantons. The CDL has an action plan.</li> <li>6 sectoral Coordination workshops: Youth, citizen Security, Commerce and Production, Women, Health and Environment, and Education. Each of them has an action plan.</li> <li>Of these workshops, the most active is that of the youth. FUSAI has decided to retake this structure and its action plan to follow it up through a project aimed at youth to be financed by the Kellogg Foundation.</li> <li>Basic indicators of citizen participation moved from an initial score of 34 to a final score of 74.</li> <li>The Municipal Council was made aware of the importance and need of organized citizen participation in the various activities of the CDL and workshops.</li> <li>Community leaders, Municipal Council members, and municipal employees were trained to put in place social oversight, and two exercises were implemented.</li> <li>Assistance was provided to the community in order to render accounts and hold open council meetings.</li> <li>The PEP of the municipality was made public.</li> <li>There is a communications plan that will be jointly developed by the municipality and the CDL.</li> </ul>	<ul style="list-style-type: none"> <li>Even though the mayor was open to the process and cooperated with it, he had a vertical governing style, limiting the capacity of the municipal officers to support and make decisions regarding scheduled activities.</li> <li>Most members of the Municipal Council participated enthusiastically at the beginning and worked in the territorial diagnosis phase. Later, some pressure had to be used to make sure that they would attend the workshops and the CDL.</li> <li>The conflict between the mayor and the municipal trustee had a negative influence and it almost paralyzed the council's work.</li> <li>On the community's part, the main problem was the lack of trust that the product of the consultations would be put into practice because according to many people, it has been done several times with no action.</li> <li>Another influential factor is the party issue. Even though orientation was given on how to be inclusive, in general, only the official party members were convened.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the implementation of the transparency mechanisms.</li> <li>Strengthen the process of municipal association in the El Balsamo Micro-Region.</li> </ul>

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Sacacoyo	<ol style="list-style-type: none"> <li>Establishment of the base line and progress line of the project: Application of basic criteria</li> <li>Development of the PEP process: <ul style="list-style-type: none"> <li>Territorial, sectoral, and institutional diagnosis</li> <li>Preparation of strategic sectoral proposals</li> <li>Preparation of the final document: PEP</li> <li>Making the PEP public</li> <li>Set up and training of the CDL</li> </ul> </li> <li>Implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>Making the municipal budget public</li> <li>Municipal Council rendering of accounts</li> <li>Technical assistance to the CDL for implementation of civic oversight</li> </ul> </li> <li>Approval and publication of a civic oversight ordinance</li> </ol>	<ul style="list-style-type: none"> <li>From the beginning, the Municipal Council showed willingness and commitment to support the process. At least 3 council members and 2 reference and support employees were always present.</li> <li>The CDL participated throughout the entire territorial consultation process and organization of the 6 sectoral coordination workshops.</li> <li>The workshops are: Youth, Women, Health and Environment, Commerce and Production, Education, and citizen Security. The CDL and the workshops have an action plan.</li> <li>During the consultation period, the community proved to be aware of the situation of the municipality and was willing to participate.</li> <li>The most active workshops are the Women workshop, which has contributed to improve the park of the municipality, the Health and Environment workshop, which has promoted cleanup and vaccination campaigns in coordination with the Health Unit. The Youth workshop has also worked to improve the municipal park; most members received a computer course and as a result, 2 of them are now part of the municipal staff. Support has been received from ISNA and a Peace Corps member.</li> <li>The municipal budget for 2005 and the multi-annual investment plan were formulated in a participatory way, taking into account the projects that had been already committed and prioritized in previous consultations.</li> <li>Open council meetings were held and support was given to the preparation of its regulations.</li> <li>A communications plan was prepared with the participation of the community and municipality.</li> </ul>	<ul style="list-style-type: none"> <li>The Municipal Council, in full session, remained open and willing to support the citizen participation process.</li> <li>The representativeness and capacities of the CDL, which was already working in the municipality before the intervention of FODEL, were strengthened.</li> <li>Sacacoyo is reaching sustainability in citizen participation with FODEL's intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the process of municipal association in the El Bálsamo Micro-Region.</li> </ul>

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Usulután	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria</p> <p>2. Development of the PEP process:</p> <ul style="list-style-type: none"> <li>▪ Territorial, sectoral, and institutional diagnosis</li> <li>▪ Preparation of strategic sectoral proposals</li> <li>▪ Preparation of the final document: PEP</li> <li>▪ Making the PEP public</li> <li>▪ Preparation of an executive summary of the PEP for mass distribution</li> </ul> <p>3. Implementation of transparency mechanisms:</p> <ul style="list-style-type: none"> <li>▪ Preparation of the participatory communications plan</li> <li>▪ Making the municipal budget public</li> <li>▪ Municipal Council rendering of accounts</li> <li>▪ Technical assistance to the CDL for implementation of civic oversight</li> </ul> <p>4. Approval and publication of a civic oversight ordinance</p> <p>5. Approval and publication of a citizen participation ordinance</p> <ul style="list-style-type: none"> <li>• Training of staff of the social investment unit of the mayor's office</li> <li>• Preparation of the corresponding regulations of the ordinance</li> </ul> <p>6. Technical assistance to local participants in the identification of economic initiatives within the PEP.</p>	<ul style="list-style-type: none"> <li>• The base line of the participatory process was at 3.4, while the progress line was at 6.6.</li> <li>• The preparation of the PEP was concluded and the Municipal Council approved it. It was also presented to the sectoral and territorial organizations of the municipality, as well as to the institutions with presence in the municipality.</li> <li>• The organization was set up at the level of urban territories. This is an extremely important element for the constitution of the MDC since the urban zone was not organized. As a result of a series of meetings with the boards of housing estates and quarters, it was possible to constitute the Development Committee of Housing Estates and Quarters of Usulután, ODEBACOLUS.</li> <li>• The MDC was made up in a way that represents the community members, and it was publicly sworn in.</li> <li>• The training in transparency mechanisms and social oversight was carried out with the active participation of representatives of the MDC and the Municipal Council, including the mayor.</li> <li>• The Municipal Council approved a citizen participation ordinance, which was published and massively distributed among the sectors and territories of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong differences within the Municipal Council limited the progress of the participatory planning process.</li> <li>• While the technical support unit of the PEP was integrated, its members were assigned other responsibilities that limited their participation in the process. This situation was more evident during the election period of 2004.</li> <li>• Weak and insufficient involvement of the council members in the activities of the process.</li> </ul>	

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Jayaque	<ol style="list-style-type: none"> <li>1. Establishment of the base line and progress line of the project: Application of basic criteria</li> <li>2. Development of the PEP process: <ul style="list-style-type: none"> <li>▪ Territorial, sectoral, and institutional diagnosis</li> <li>▪ Preparation of strategic sectoral proposals</li> <li>▪ Preparation of the final document: PEP</li> <li>▪ Making the PEP public</li> <li>▪ Set up and training of the CDL</li> </ul> </li> <li>3. Implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>▪ Preparation of the participatory communications plan</li> <li>▪ Making the municipal budget public</li> <li>▪ Municipal Council rendering of accounts</li> <li>▪ Technical assistance to the CDL for implementation of civic oversight</li> </ul> </li> <li>4. Approval and publication of a civic oversight ordinance</li> </ol>	<ul style="list-style-type: none"> <li>• The base line of the participatory process was at 6.8, while the progress line was at 8.4.</li> <li>• The preparation of the PEP was concluded and was approved by the Municipal Council. It was also publicly presented to the sectoral and territorial organizations of the municipality as well as to the institutions with presence in the municipality.</li> <li>• The MDC was made up in a way that represents the community members and concluded the training in topics addressing citizen participation and local development as well as civic oversight.</li> <li>▪ The workshops continued with the immediate actions contemplated in the plan, particularly the Youth workshop that received the support of the town hall for the organization of the Municipal Youth Fair.</li> <li>▪ The transparency mechanisms that were proposed by the project were put in place, and as a consequence, the municipal budget was made public, accounts were rendered, and open council meetings were held.</li> <li>▪ The communications plan was prepared with the participation of the CDL and representatives of the Municipal Council.</li> <li>▪ A civic oversight ordinance was approved.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inside the council, some difficulties came up because the municipal trustee frequently objected to the decisions of the mayor, thus causing disagreements or changes. The achievement of some results was delayed.</li> <li>▪ In spite of the progress made in the social comptrollership issue and the recognition by the municipal authorities of the importance of the issue, there is some resistance on the mayor's part with regard to who must be elected to monitor the projects and which projects must be monitored by the citizens.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen the implementation of the transparency mechanisms.</li> <li>▪ Strengthen the process of municipal association in the El Bálsamo Micro-Region.</li> </ul>

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Salcoatitán	<ol style="list-style-type: none"> <li>Establishment of the base line and progress line of the project: Application of basic criteria</li> <li>Development of the PEP process: <ul style="list-style-type: none"> <li>Territorial, sectoral, and institutional diagnosis</li> <li>Preparation of strategic sectoral proposals</li> <li>Preparation of the final document: PEP</li> <li>Making the PEP public</li> <li>Set up and training of the CDL</li> </ul> </li> <li>Implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>Disclosure of the municipal budget</li> <li>Municipal Council rendering of accounts</li> <li>Technical assistance to the CDL for implementation of civic oversight</li> </ul> </li> <li>Approval and publication of a civic oversight ordinance</li> </ol>	<ul style="list-style-type: none"> <li>The base line of the participatory process was at 3.4, while the progress line was at 7.7.</li> <li>The preparation of the PEP was concluded and was approved by the Municipal Council. It was also publicly presented to the sectoral and territorial organizations of the municipality as well as to the institutions with presence in the municipality.</li> <li>4 sectoral coordination workshops were organized: Women, Youth, Commerce and Production, and Health and Environment. All of them have their action plan; the youth group is the most active with immediate actions such as the ornamentation of the entrance and exit of the municipality and downtown areas of the urban area. The most successful effort was to organize a contest to design the coat of arms of the municipality.</li> <li>The MDC (CODEMU) was organized and concluded the training in issues addressing citizen participation and local development, as well as regarding civic oversight. <ul style="list-style-type: none"> <li>The transparency mechanisms that were proposed by the project were put in place, and as a consequence, the municipal budget was made public, accounts were rendered, and open council meetings were held.</li> <li>The communications plan was prepared with the participation of the CDL and representatives of the Municipal Council.</li> <li>A civic oversight ordinance was approved.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The participation of the mayor and Municipal Council in the process was not sufficient, and the participation of the support team was irregular, resulting in the delay and rescheduling of activities.</li> <li>The enthusiasm that characterized the sectoral workshops at the beginning of the process decreased since the expectations regarding the achievement of many initiatives were limited due to limited resources. It had an effect on the constant participation of the sectoral representatives in many activities of the process.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the implementation of the transparency mechanisms.</li> <li>Strengthen the process of municipal association in the Juayúa Micro-Region.</li> </ul>

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Nahuizalco	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria</p> <p>2. Development of the PEP Process:</p> <ul style="list-style-type: none"> <li>▪ Territorial, sectoral, and institutional diagnosis</li> <li>▪ Preparation of strategic sectoral proposals</li> <li>▪ Preparation of the final document: PEP</li> <li>▪ Making the PEP public</li> <li>▪ Set up and training of the CDL</li> </ul> <p>3. Implementation of transparency mechanisms:</p> <ul style="list-style-type: none"> <li>▪ Preparation of the participatory communications plan</li> <li>▪ Disclosure of the municipal budget</li> <li>▪ Municipal Council rendering of accounts</li> <li>▪ Technical assistance to the CDL for implementation of civic oversight</li> </ul> <p>4. Approval and publication of a civic oversight ordinance</p>	<ul style="list-style-type: none"> <li>• The base line of participatory process was at 3.4, while the final progress line was at 7.4.</li> <li>• The preparation of the PEP was concluded, and it was approved by the Municipal Council. It was also publicly presented to the sectoral and territorial organizations of the municipality, as well as to the institutions with presence in the municipality.</li> <li>• The present Municipal Council was progressively showing a more open attitude and a genuine interest in the support given to the project.</li> <li>▪ The MDC (CODEMU) was organized in a way that represents the community members, and concluded the training in issues addressing local development and civic oversight.</li> <li>▪ The sectoral workshops continued with the implementation of immediate actions contemplated in the plan, particularly, the Youth, Women and Commerce Workshops. Among these immediate actions, the celebration of a festival held on Sundays promoted by the Women and Commerce Workshops was made official.</li> <li>▪ The transparency mechanisms that were proposed by the project were put in place, and as a consequence, the municipal budget was made public, accounts were rendered, and open council meetings were held.</li> <li>▪ The communications plan was prepared with the participation of the CDL and representatives of the Municipal Council.</li> <li>• A civic oversight ordinance was approved.</li> </ul>	<ul style="list-style-type: none"> <li>• The Municipal Council did not have sufficient experience since there was a change of official party in the local government after the 2003 elections.</li> <li>• The incorporation of the council members into the process was insufficient.</li> <li>• The employees of the support team were overloaded with municipal activities resulting in an inadequate follow up to the process, thus affecting the attendance at various activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen the implementation of the transparency mechanisms.</li> <li>▪ Strengthen the process of municipal association in the Juayúa Micro-Region</li> </ul>

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<b>Jutiapa</b>	<ul style="list-style-type: none"> <li>Establishment of the base line and progress line of the project: Application of basic criteria</li> <li>Given that at the beginning of FODEL this municipality already had a recently prepared participatory development plan (December 02), the efforts in this regard were aimed at updating it and complementing the instruments that the document did not contemplate, such as: <ul style="list-style-type: none"> <li>Regional diagnosis</li> <li>Sectoral and institutional diagnoses of the municipality</li> <li>Preparation of strategic sectoral proposals and of a Multi-Annual Investment Plan</li> <li>Preparation of the final document: PEP</li> </ul> </li> <li>Obtaining the legal capacity of the MDC after working for strengthening its representativeness, preparing the bylaws and the legal incorporation assembly where the Board of Directors was officially sworn in.</li> <li>Strengthening of the MDC management capacity.</li> <li>Implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>Making the municipal budget public</li> <li>Municipal Council rendering of accounts</li> <li>Technical assistance to the CDL for implementation of civic oversight.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The base line of the participatory process was at 5.9, while the final progress line is at 7.7</li> <li>The preparation of the PEP was concluded and was approved by the Municipal Council. It was also publicly presented to the sectoral and territorial organizations of the municipality, as well as to the institutions with presence in the municipality.</li> <li>The appropriation of the citizen participation process and PEP as a guiding instrument is evident in the municipality of Jutiapa. The will of the Municipal Council and particularly of the mayor is very positive and is directly related and is supporting the MDC.</li> <li>Legal incorporation of the MDC and obtaining the corresponding legal capacity.</li> <li>The CDL concluded the training in topics addressing citizen participation and local development as well as civic oversight. At the same time, this organization carried out immediate actions relative to financial autonomy, and project management and follow-up.</li> <li>The municipal budget and the rendering of accounts were made public through the implementation of the transparency mechanisms proposed by FODEL.</li> </ul>	<ul style="list-style-type: none"> <li>The distances and the bad condition of internal access roads of the municipality made difficult in many occasions the participation of the territorial representatives in the activities of the process.</li> <li>The level of instruction of the local role players limits the dissemination of the effort and the follow up of the management process since they strongly depend on the technical support provided by the municipal officers.</li> <li>Notwithstanding the signing of a letter of commitment stating willingness, the council did not hold open meetings and did not approve a civic oversight ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the implementation of the transparency mechanisms.</li> <li>Strengthen the capabilities of the local role players, particularly with regard to agricultural diversification initiatives since they are already willing and have a great deal of initiative.</li> <li>Strengthen the municipal associative initiatives with other municipalities of the Department of Cabañas.</li> </ul>



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Apastepeque	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria.</p> <p>2. Development of the PEP process:</p> <ul style="list-style-type: none"> <li>Generation of conditions for representativeness and plurality of the process: training sessions in search for an understanding between the community leadership and the Municipal Council</li> <li>Territorial diagnosis</li> <li>Sectoral Diagnosis</li> <li>Preparation of strategic sectoral proposals and the strategic projection of the plan</li> <li>Preparation of the final document: PEP</li> <li>Making the PEP public</li> <li>Set up and training of the CDL</li> </ul> <p>4. Implementation of transparency mechanisms:</p> <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>Making the municipal budget public</li> <li>Municipal Council rendering of accounts</li> <li>Technical assistance to the CDL for implementation of civic oversight</li> </ul> <p>1. Approval and publication of a civic oversight ordinance</p> <p>2. Implementation of mechanisms to access public information:</p> <ul style="list-style-type: none"> <li>Design of an information system, data entering, training of the personnel in charge of the system, installation of the system and entering the data to the system, supervision of the operation</li> <li>Designing the informative material on the information system and making it public</li> </ul>	<ul style="list-style-type: none"> <li>The base line of the participatory process is at 3.4, while the final progress line is at 7.7</li> <li>PEP validated, approved, and made public by the CODEM at the level of all the cantons of the municipality and institutions with presence in the municipality.</li> <li>The local role players have appropriated the process and committed to managing, securing additional support for the execution of the PEP.</li> <li>The MDC (CODEM) was formally organized; its organizational structure was defined based on the set up of infrastructure, economic, social, and environmental and coordination teams.</li> <li>Implementation of transparency mechanisms and social comptrollership; open council meetings, participatory budget and implementation of the civic oversight, monitoring the execution of three micro-projects funded by USAID.</li> <li>Approval of a civic oversight ordinance.</li> <li>The 2004 communications plan was prepared and executed, and was updated for 2005.</li> <li>The computer-based public information access system was designed and is operative at the Town Hall providing access to the following information:  Development plan of the municipality; Municipal Council minutes and agreements; municipal ordinances, municipal budget and execution (quarterly update); ongoing projects: progress status and budget (bi-weekly or monthly update); events and activities carried out by the Municipal Council and MDC.</li> </ul>	<ul style="list-style-type: none"> <li>No significant difficulties were reported in this process, except for some tendency on the mayor's part to centralize the main decisions even though he expressed his willingness to open spaces. However, the dynamic established by the CODEM allowed the completion of activities within the agreed terms and the achievement of the expected results with the intervention of FODEL.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the local economic development initiatives in which the municipality is involved.</li> <li>Follow up the public information access system ensuring its sustainability and expansion.</li> <li>Support the municipal associative processes.</li> </ul>

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Cojutepeque	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria</p> <p>2. Development of the PEP process:</p> <ul style="list-style-type: none"> <li>• Territorial, sectoral , and institutional diagnosis</li> <li>• Preparation of strategic sectoral proposals</li> <li>• Preparation of the final document: PEP</li> <li>• Making the PEP public</li> <li>• Set up and training of the CDL</li> </ul> <p>3. Implementation of transparency mechanisms:</p> <ul style="list-style-type: none"> <li>▪ Preparation of the participatory communications plan</li> <li>▪ Making the municipal budget public</li> <li>▪ Municipal Council rendering of accounts</li> <li>▪ Open council meetings</li> <li>▪ Technical assistance to the CDL for implementation of civic oversight</li> </ul>	<ul style="list-style-type: none"> <li>• The initial application of the basic criteria defined a base line of 3.9. At present, the progress line is at 4.5.</li> <li>• The PEP was approved in an open council meeting by the Municipal Council and participating citizens. The CDL started making the PEP public, though this process continues to be a commitment taken on and supported by the Municipal Council.</li> <li>• The CDL was organized with a good level of receptiveness and willingness on the part of the representatives of sectors, communities, and institutions of the municipality and completed training in topics addressing citizen participation, local development, and civic oversight.</li> <li>▪ The transparency mechanisms proposed by the project were put into practice, thus the municipal budget was made public, accounts were rendered, and open council meetings were held. This mechanism had already been implemented by the municipal authorities but was strengthened by the formulation and publication of the corresponding regulation. The communications plan taken on as an instrument to establish better communication between the mayor's office and the population was prepared.</li> </ul>	<p>In spite of willingness on the municipal administration's part, the major difficulty in the process was the great amount of work as well as the overload of workshops and sessions committed to by the municipality with other institutions working in the municipality.</p> <ul style="list-style-type: none"> <li>• The presence of the Municipal Council representatives before the CDL has not been systematic.</li> <li>• There is party interference inside the council as a result of FMLN issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen the local economic development initiatives in which the municipality is involved.</li> <li>▪ Follow up and strengthen the implementation of social oversight by the CDL.</li> </ul>

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<b>EI Triunfo</b>	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria.</p> <p>2. Development of the PEP process:</p> <ul style="list-style-type: none"> <li>▪ Generation of conditions for representativeness and plurality of the process: training sessions in search of an understanding between the community leadership and the Municipal Council</li> <li>▪ Territorial diagnosis</li> <li>▪ sectoral diagnosis</li> <li>▪ Preparation of strategic sectoral proposals and the strategic projection of the plan</li> <li>▪ Preparation of the final document: PEP</li> <li>▪ Making the PEP public</li> <li>▪ Set up and training of the CDL</li> </ul> <p>3. Implementation of transparency mechanisms:</p> <ul style="list-style-type: none"> <li>▪ Preparation of the participatory communications plan</li> <li>▪ Making the municipal budget public</li> <li>▪ Municipal Council rendering of accounts</li> <li>▪ Technical assistance to the CDL for implementation of civic oversight</li> </ul> <p>4. Approval and publication of a civic oversight ordinance</p> <p>5. Implementation of mechanisms to access public information:</p> <ul style="list-style-type: none"> <li>▪ Design of an information system, data entering, training of the personnel in charge of the system, installation of the system and entering the data to the system, supervision of the operation. Design of informative material on the information system and making it public.</li> </ul>	<ul style="list-style-type: none"> <li>• The base line of the participatory process is at 3.7, while the final progress line is at 7.2</li> <li>• PEP validated, approved, and made public by the CODEM at the level of all the cantons of the municipality and institutions with presence in the municipality.</li> <li>• The local role players have appropriated the process and were committed, securing additional support for the execution of the PEP.</li> <li>• The MDC (CODEM) was formally organized; its organizational structure was defined based on the set up of infrastructure, economic, social, and environmental coordination teams.</li> <li>• Implementation of transparency mechanisms and social oversight; open council meetings, participatory budget and implementation of the civic oversight.</li> <li>• Approval of a civic oversight ordinance.</li> <li>• The communications plan was prepared and executed in 2004 and updated for 2005.</li> <li>• The computer-based public information access system was designed and is operative in the Town Hall providing access to the following information: <ul style="list-style-type: none"> <li>-Development plan of the municipality</li> <li>-Municipal Council minutes and agreements</li> <li>-Municipal ordinances</li> <li>-Municipal budget and execution (quarterly update)</li> <li>-Ongoing projects: progress status and budget (bi-weekly or monthly update)</li> <li>-Events and activities carried out by the Municipal Council and CDL</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• This process reported limitations with regard to low levels of instruction and the inexperience of the new local authorities, since this is their first year in office.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up the Public Information Access System, guaranteeing its sustainability and expansion.</li> <li>• Continue the execution of the USAID Micro-Projects since the CODEM and the community organizations meet the requirements and implement the projects in a responsible way.</li> <li>▪ Strengthen the associative process of the municipality with other municipalities of the Department of Usulután in order to find a solution to their common problems.</li> </ul>

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<b>San Carlos</b>	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria.</p> <p>2. Development of the PEP process:</p> <ul style="list-style-type: none"> <li>▪ Generation of conditions for representativeness and plurality of the process: training sessions in search of an understanding between the community leadership and the Municipal Council</li> <li>▪ Territorial diagnosis</li> <li>▪ Sectoral diagnosis</li> <li>▪ Preparation of strategic sectoral proposals and the strategic projection of the plan</li> <li>▪ Preparation of the final document: PEP</li> <li>▪ Making the PEP public</li> <li>▪ Set up and training of the CDL</li> </ul> <p>3. Promotion of transparency and civic oversight mechanisms</p>	<ul style="list-style-type: none"> <li>• The base line of the participatory process is at 1.0, while the final progress line is at 5.2.</li> <li>• PEP validated, approved, and made public by the CODEM at the level of all the cantons of the municipality and institutions with presence in the municipality.</li> <li>• The MDC (CODEM) was formally organized; its organizational structure was defined based on the set up of infrastructure, economic, social, and environmental coordination teams</li> </ul>	<p>The major difficulty is the existing conflicts inside the Municipal Council. The mayor does not get involved in the process, although there are two council members who have participated.</p> <ul style="list-style-type: none"> <li>• After the council received the corresponding technical assistance for the implementation of transparency mechanisms and social comptrollership, they expressed in a letter that they are not ready for the following implementation notwithstanding they agreed to it by signing the agreement with RTI and USAID.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up the municipal associative process of the municipality, specifically for the sanitary landfill project.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
El Divisadero	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria</p> <p>2. Development of the PEP Process</p> <ul style="list-style-type: none"> <li>Generation of conditions for representativeness and plurality of the process: training sessions in search for an understanding between the community leadership and the Municipal Council</li> <li>Territorial diagnosis</li> <li>Sectoral diagnosis</li> <li>Preparation of strategic sectoral proposals and the strategic projection of the plan</li> <li>Preparation of the final document: PEP</li> <li>Making the PEP public</li> <li>Set up and training of the CDL</li> </ul> <p>3. Implementation of transparency mechanisms:</p> <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>Making the municipal budget public</li> <li>Municipal Council rendering of accounts</li> <li>Technical assistance to the CDL for implementation of civic oversight</li> </ul> <p>Approval and publication of a civic oversight ordinance</p> <p>4. Implementation of mechanisms to access public information:</p> <ul style="list-style-type: none"> <li>Design of an information system, data entering, training of personnel in charge of the system, installation of the system and entering data to the system, supervision of the operation. Design of informative material on the information system and making it public.</li> </ul>	<ul style="list-style-type: none"> <li>The base line of the participatory process is at 3.1, while the final progress line is at 6.5.</li> <li>PEP validated, approved, and made public by the CODEM at the level of all the cantons of the municipality and institutions with presence in the municipality.</li> <li>The local role players have appropriated the process and committed, securing additional support for the execution of the PEP.</li> <li>The MDC (CODEM) was formally organized; its organizational structure was defined based on the set up of infrastructure, economic, social, and environmental coordination teams.</li> <li>Implementation of transparency mechanisms and social oversight; open council meetings, participatory budget and implementation of the civic oversight.</li> </ul> <p>Citizen accounting ordinance prepared and approved by the council.</p> <ul style="list-style-type: none"> <li>The communications plan was prepared and executed in 2004 and updated for 2005.</li> <li>The computer-based public information access system was designed and is operative in the Town Hall, providing access to the following information:</li> </ul> <ul style="list-style-type: none"> <li>-Development plan of the municipality</li> <li>-Municipal Council minutes and agreements</li> <li>-Municipal ordinances</li> <li>-Municipal budget and execution (quarterly update)</li> <li>-Ongoing projects: progress status and budget (bi-weekly or monthly update)</li> <li>-Events and activities carried out by the Municipal Council and CDL</li> </ul>	<ul style="list-style-type: none"> <li>After the initial major constraint was solved, which was the little participation of the mayor and council members, there were no other significant difficulties in the development of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Follow up the Public Information Access System, guaranteeing its sustainability and expansion.</li> <li>Follow up the implementation of Micro-Projects (USAID).</li> <li>Strengthen the participation of the municipality in the associative spaces in the Department of Morazán.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
Sensuntepeque	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria</p> <p>2. Development of the PEP process:</p> <ul style="list-style-type: none"> <li>• Territorial, sectoral, and institutional diagnosis</li> <li>• Preparation of strategic sectoral proposals</li> <li>• Preparation of the final document: PEP</li> <li>• Making the PEP public</li> <li>• Set up and training of the CDL</li> </ul> <p>3. Promotion of transparency mechanisms:</p> <ul style="list-style-type: none"> <li>▪ Making the municipal budget public</li> <li>▪ Municipal Council rendering of accounts</li> <li>▪ Open council meetings</li> <li>▪ Preparation of the communications strategy</li> </ul> <p>4. Technical assistance to the CDL for implementation of civic oversight</p>	<ul style="list-style-type: none"> <li>• The base line established at the beginning is at 3.8; at present, the progress line is at 4.8.</li> <li>• The preparation of the PEP was concluded. It was approved by the Municipal Council and publicly presented to the sectoral and territorial organizations of the municipality as well as to institutions with presence in the municipality. The CDL was in charge of making public the process throughout the territories.</li> <li>• The CDL was made up of representatives of the territories and sectoral workshops that participated in the preparation of the PEP. The proposal for the bylaws was prepared to make it formal. The CDL training program in citizen participation and local development, transparency mechanisms, and Public Administration Procurement and Contracting Law (LACAP Law) was concluded.</li> <li>• The effort made to promote the transparency mechanisms within the local government only resulted in the preparation of the communications strategy of the mayor's office, with the participation of the Municipal Council.</li> </ul>	<ul style="list-style-type: none"> <li>• The participation of the mayor and Municipal Council in the process was insufficient.</li> <li>• It was extremely difficult to get in touch and establish a relationship with the mayor to evaluate and make corrections throughout the process.</li> <li>• While a municipal technical team was set up, it did not respond accordingly, thus generating serious problems for the calls and therefore for the attendance to the various workshops and events of the process.</li> <li>• A prompt response was not obtained when the information about the municipality was requested, thus causing delays in the preparation of the final document.</li> <li>• The mayor's office has not followed up the workshops and the CDL. For this reason, the public presentation of the PEP and the ceremony to install the Board of Directors of the CDL were postponed until the month of January, in view of the delay of the municipality in delivering information relative to the Multi-Annual Investment Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up the associative process of the municipality and its participation in the Binational Plan.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
Victoria	<ol style="list-style-type: none"> <li>Establishment of the base line and progress line of the project: Application of basic criteria</li> <li>Development of the PEP Process <ul style="list-style-type: none"> <li>Territorial, sectoral, and institutional diagnosis</li> <li>Preparation of strategic sectoral proposals</li> <li>Preparation of the final document: PEP</li> <li>Making the PEP public</li> <li>Set up and training of the CDL</li> </ul> </li> <li>Implementation of transparency mechanisms <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>The municipal budget was made public</li> <li>Municipal Council rendering of accounts</li> <li>Open council meetings</li> <li>Technical assistance to the CDL for implementation of civic oversight</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>The initial application of the basic criteria defined a base line of 4.3. At present, the progress line is at 5.4.</li> <li>The preparation of the PEP was concluded.</li> <li>The CDL was made up of representatives of the territories, and training in topics relative to citizen participation and local development as well as civic oversight was concluded.</li> <li>The transparency mechanisms proposed by the project were promoted within the Municipal Council.</li> </ul>	<ul style="list-style-type: none"> <li>The centralization of decisions on the mayor's part made the process less dynamic, since his attitude affected the programming of the various activities as well as territorial and sectoral leadership plurality.</li> </ul> <p>While the mayor signed the technical assistance agreement with RTI in which he agreed to implement the transparency mechanisms, in the practice he did not comply with this commitment.</p>	<ul style="list-style-type: none"> <li>Make public the PEP throughout the entire municipality.</li> <li>Support the actions of the municipality addressing associative with other municipalities of Cabañas, particularly within the Binational Project.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>Sonsonate</b>	<p>1. Establishment of the base line and progress line of the project: Application of basic criteria</p> <p>2. Development of the PEP process</p> <ul style="list-style-type: none"> <li>• Territorial, sectoral, and institutional diagnosis</li> <li>• Preparation of strategic sectoral proposals</li> <li>• Preparation of the final document: PEP</li> <li>• The PEP was made public</li> <li>• Set up and training of the CDL</li> </ul> <p>3. Preparation of the executive summary of the PEP</p>	<ul style="list-style-type: none"> <li>• The initial application of the basic criteria defined a base line of 2.7. At present, the progress line is at 4.3.</li> <li>• The preparation of the PEP was concluded. This document includes the result of the territorial, sectoral, and institutional diagnoses as well as the technical diagnosis of strategic sectors and the development strategies formulated by the sectoral workshops.</li> <li>• The process to designate territorial and sectoral representatives was developed within the context of the preparation of the PEP. A group of 45 individuals trained in topics relative to citizen participation and local development was formed. A follow up commission of the process was appointed. Project prioritization was carried out with this commission and representatives of the Municipal Council, which was the basis of the Multi-Annual Investment Plan of the municipality.</li> <li>• Towards the end of the process, the mayor was very motivated and willing to give continuity to the participatory process and broadly disseminate the PEP.</li> </ul>	<ul style="list-style-type: none"> <li>• An excessive centralization of the decision making on the mayor's part made the process less dynamic.</li> <li>• The individuals appointed by the mayor to provide technical support frequently excused themselves, arguing that they were overloaded with work. This situation had an effect mainly on attendance at the territorial diagnosis exercises, which had to be repeated in several cantons and urban sectors since attendance was not considered representative.</li> <li>• The local government showed some resistance to the effective participation of the population sectors considered by the mayor ideological opponents. This attitude was perceived by the participants in the process and made them act with caution regarding their commitment to get involved in such process.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the coordination spaces between the local government and the citizen sectors that were achieved during the PEP process.</li> <li>• Promote the implementation of some transparency mechanisms (rendering of accounts, making public the budget) since after the intervention of FODEL there are conditions to develop hem.</li> <li>• Strengthen the economic development initiatives that have been promoted by the municipality.</li> </ul>



## 2.- Progress of Participatory Processes in OLD MUNICIPALITIES:

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>San Francisco Menéndez</b>	<ol style="list-style-type: none"> <li>Monitoring the previous participatory process applying the progress line of the basic criteria</li> <li>Training the members of AGEDEL (participation agency of the municipality) in their roles and functions</li> <li>PEP evaluation and update</li> <li>Technical assistance to sectoral participation workshops.</li> <li>Implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>Participatory preparation of the budget based on the PEP</li> <li>Making the municipal budget public</li> <li>Rendering of the budget accounts</li> <li>Open council meetings</li> <li>Assistance to AGEDEL for the establishment of social oversight</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>At the beginning of the FODEL, the progress line was at 6.9. After strengthening the transparency mechanisms, it went up to 7.2.</li> <li>The training for AGEDEL in their roles and functions started a process to strengthen representativeness and concentrate efforts and initiatives for the promotion of local economic development.</li> <li>The evaluation of the PEP showed the progress of the municipality with regard to the execution of the projects. Later, the PEP was updated with the participation of the territorial and sectoral representatives.</li> <li>The Municipal Council continued with the implementation of the transparency mechanisms that were already in place in the previous project.</li> </ul>	<ul style="list-style-type: none"> <li>The mayor did not agree to the approval of the social oversight ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>Join AGEDEL in the local economic development initiatives that it has started.</li> <li>Develop specific associative initiatives of the municipality with the municipalities of the south micro – region of Ahuachapán.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>San Antonio del Monte</b>	<ol style="list-style-type: none"> <li>Monitoring the previous participatory process applying the progress line of the basic criteria</li> <li>Training the members of AGEDEL in their roles and functions</li> <li>PEP evaluation and update</li> <li>Presentation of the PEP to the new municipal authorities</li> <li>Technical assistance to sectoral workshops</li> <li>Implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>Preparation of the participatory communications plan</li> <li>Participatory preparation of the budget based on the PEP</li> <li>Making the municipal budget public</li> <li>Rendering of budget accounts</li> <li>Open council meetings</li> <li>Assistance to AGEDEL for the establishment of social oversight</li> </ul> </li> <li>Exchange of experiences with the municipalities of Cojutepeque, Jutiapa, and those which are part of the north-eastern micro-region of Chalateno</li> </ol>	<ul style="list-style-type: none"> <li>At the beginning of the FODEL, the progress line was at 8.0. After strengthening of the transparency mechanisms, it went up to 8.8.</li> <li>The training of the CODEL in their roles and functions resulted in the strengthening of their representativeness through the election of a new board of directors, as required by the bylaws.</li> </ul> <p>The evaluation of the PEP showed the progress of the municipality with regard to the execution of the projects. Later, the PEP was updated with the participation of the territorial and sectoral representatives.</p> <ul style="list-style-type: none"> <li>The sectoral workshops continued with the development of immediate actions; particularly, the production workshop implemented the fruit-processing factory that they were negotiating with Spanish cooperation.</li> <li>The new Municipal Council continued the implementation of the transparency mechanisms that were in place in the previous project.</li> <li>The CODEL continued with implementation of civic oversight in the different projects that are being developed in the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>This municipality does not report relevant difficulties; it is an example of democratic governance for the country.</li> </ul>	<ul style="list-style-type: none"> <li>Support the municipality in its associative efforts.</li> <li>Improve the scope of the PEP and prepare a specific local economic development strategy.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>Acajutla</b>	<ol style="list-style-type: none"> <li>Monitoring the participatory process through the determination of the progress line with the application of the basic criteria</li> <li>Training the members of CODEL in their roles and functions</li> <li>PEP evaluation and update</li> <li>Presentation of the PEP to the new municipal authorities</li> <li>Technical assistance to sectoral workshops</li> <li>Implementation of transparency mechanisms</li> <li>Training for CODEL and social investment department for implementation of civic oversight</li> </ol>	<ul style="list-style-type: none"> <li>At the beginning of the FODEL, the progress line was at 8.3. At present, the progress line is at 8.7.</li> <li>The training to the CODEL in their roles and functions was extended to the members of the CDZ (Zonal Development Committees) and strengthened their representativeness.</li> <li>After proper training, the social investment team of the municipality carried out the evaluation and update of the PEP with the technical assistance of the citizen participation component of the FODEL.</li> <li>The members of the social investment team are trained and committed to follow up the coordination workshops, which were set up as a result of the preparation of the PEP.</li> <li>Subsequent to the training in transparency mechanisms and social oversight given to the local role players, the CODEL and the CDZ are implementing this exercise in the projects executed by the mayor's office.</li> <li>The rendering of accounts exercises corresponding to the two periods of duration of the project were completed.</li> </ul>	<ul style="list-style-type: none"> <li>During the election processes (2003 and 2004) many of the social investment team members got involved in partisan activities.</li> </ul> <p>The mayor has little time to execute his normal activities because he is a national council member of COMURES, and recently, he was appointed member of the Local Development Cooperation Workshop appointed by the executive. He uses most of his time to comply with these functions. Although he delegates in other officers, there are decisions for which his presence is required, resulting in delays.</p> <ul style="list-style-type: none"> <li>Though the Municipal Council agreed to implement the transparency mechanisms proposed by the FODEL, they only put into practice the rendering of accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Follow up in order to achieve the implementation of open council meetings and the approval of the social oversight ordinance.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
Suchitoto	<p>The technical assistance provided by FODEL to the municipality of Suchitoto was adjusted to the specific needs pointed out by the Municipal Council with regard to citizen participation. Consequently, the activities that were effectively carried out were the following:</p> <ol style="list-style-type: none"> <li>1. Monitoring the participatory process through the determination of the progress line with the application of the basic criteria</li> <li>2. Preparation of the communication plan</li> <li>3. Following up the implementation of transparency mechanisms</li> <li>4. Training the zonal boards of directors in their roles and functions</li> <li>5. Training the youth secretariats of the different ADESCOS</li> <li>6. Technical assistance to women's group for preparation of their strategic plan</li> <li>7. Technical assistance to youth group for the preparation and public presentation of their strategic plan</li> </ol>	<ul style="list-style-type: none"> <li>• The progress line remained at 8.6</li> <li>• The Municipal Council continued with the implementation of the rendering of accounts and open council meetings.</li> <li>• The youth got incorporated in the zonal organizational structures.</li> <li>• The Women's Cooperative has a strategic plan.</li> <li>• The Youth Cooperative prepared their strategic plan and presented it publicly to the various governmental and non-governmental institutions. In this event they established formal contact with the recently created Secretariat of Youth and received some offers for specific support for some initiatives included in the plan.</li> <li>• The Youth Cooperative planned and is developing the dissemination of the strategic plan to youngsters of the various zones and zonal boards.</li> </ul>	<ul style="list-style-type: none"> <li>• This process does not report any major difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the integration of citizen participation throughout the entire municipality, since to date actions have only been taken from zonal to municipal organization.</li> <li>• Improve the local economic development initiatives, particularly those associated with tourism.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>San Isidro</b>	<p>1. Monitoring the participatory process through the determination of the progress line with the application of the basic criteria</p> <p>2. Training the members of CODEL in their roles and functions.</p> <p>3. PEP evaluation and update</p> <p>4. Technical assistance to sectoral workshops</p> <p>5. Following up the implementation of transparency mechanisms</p>	<ul style="list-style-type: none"> <li>• The progress line remained at 7.5.</li> <li>• The CDL developed a project to improve family health and economy with the improved Armenia-type stoves funded by the Canadian Fund for Local Initiatives.</li> <li>• During the implementation of this project, the following facts stand out with regard to strengthening the CDL capabilities: <ul style="list-style-type: none"> <li>✓ The project coordinators learned to prepare progress reports.</li> <li>✓ The people in charge of the accounting presented reports based on the formats supplied by the donor.</li> <li>✓ CDL members made weekly supervisory visits to La Hacienda Canton in order to verify the construction of improved stoves.</li> <li>✓ The beneficiaries received training in the proper use of the stoves and environmental protection.</li> <li>✓ The liquidation and reports on the second disbursement were prepared.</li> <li>✓ Contact with the Potrero de Batres Canton was made in order to start the third stage of the project.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The management process has posed difficulties for the CDL, since few NGOs are present in the Municipality of San Isidro. RTI is the only one that coordinates its activities with the mayor's office; the other NGOs appear to be interested in working directly with the communities, and consequently, it is difficult to follow up the PEP and strengthen the coordination workshops.</li> <li>• The mayor did not object to the process, but did not invest time and effort to promote it.</li> <li>• The mayor did not comply with his agreement to retake the transparency mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the management capacity of the CDL.</li> <li>• Promote local economic development initiatives, particularly the productive investment of family remittances.</li> </ul>
<b>San Julián</b>	<p>In this municipality, the Municipal Council initially expressed their willingness and openness to follow up the previous participatory process. Consequently, a set of activities was scheduled to strengthen the CDL; however, when they were presented to the mayor, he did not give his final support to implement them. The progress line is at 6.1.</p>	<ul style="list-style-type: none"> <li>• Willingness of the recently elected authorities to continue with the implementation of the PEP prepared in the previous project.</li> <li>• Follow up the previous PEP with funds of the municipal investment budget.</li> </ul>	<ul style="list-style-type: none"> <li>• The mayor did not react to the proposal for activities aimed at strengthening the CDL.</li> </ul>	

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>San Francisco Gotera</b>	<ol style="list-style-type: none"> <li>Monitoring the participatory process through the determination of the progress line with the application of the basic criteria</li> <li>Training the members of CODEM in their roles and functions</li> <li>Presentation of the PEP to the new municipal authorities.</li> <li>PEP evaluation and update</li> <li>Technical assistance to the sectoral commissions of the CODEM</li> <li>Promotion and training for the local role players in transparency mechanisms</li> </ol>	<ul style="list-style-type: none"> <li>The present progress line is estimated at 6.4.  The CODEM commissions were set up in order to better distribute the tasks included in the follow up of the development plan. The commissions are: infrastructure, social, economic, and environmental.</li> <li>The CODEM implemented its operative plan for 2004 and prepared the plan for 2005. These plans are focused on the management of resources in order to follow up the development plan.</li> <li>The communication plan was prepared with the participation of the CODEM coordination team and two representatives of the Municipal Council.</li> <li>The development committee received training in transparency and social oversight topics.</li> </ul>	<ul style="list-style-type: none"> <li>It was not possible to overcome the main obstacle, which was the lack of involvement in the citizen participation process on the mayor's part.</li> </ul>	<ul style="list-style-type: none"> <li>Assistance to the MDC, which will be extended beyond the FODEL with FUNDAMUNI resources.</li> <li>Strengthen municipal associative initiatives, particularly the Micro-Regional Sanitary Landfill project.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>Santa Tecla</b>	<ol style="list-style-type: none"> <li>Monitoring the participatory process progress line with the application of the basic criteria</li> <li>Public presentation of the PEP to the Town Assembly</li> <li>Integration and training for the CDL in their roles and functions.</li> <li>Technical assistance to the sectoral workshops</li> <li>Promotion and implementation of transparency mechanisms: <ul style="list-style-type: none"> <li>Participatory preparation of the budget based on the PEP</li> <li>Making the municipal budget public municipal</li> <li>Rendering of the budget accounts</li> <li>Preparation of the citizen participation ordinance</li> </ul> </li> <li>Making the PEP public: <ul style="list-style-type: none"> <li>Making of a video</li> <li>Preparing and printing the executive summary of the PEP</li> <li>Participatory preparation of the systematization of the process</li> <li>Preparation of an interactive CD containing all the products of the process</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>At the beginning of the FODEL, the progress line was at 7.7. The present progress line is at 8.3.</li> <li>The CDL was set up with representatives who were democratically elected by their sectors or zonal organizations.</li> <li>Consolidation of sectoral workshops and permanent development of immediate actions.</li> <li>The investment budget of the municipality was prepared with the active participation of the CDL.</li> <li>The Municipal Council approved the citizen participation ordinance, which provides legal support and includes the social oversight function.</li> <li>The products of the PEP were presented to all the representatives of the territorial and sectoral organizations that participated in the preparation.</li> <li>A participatory systematization to date of the entire participatory process was made.</li> </ul> <p>Departments and other support units have been set up in the mayor's office in order to follow up the process properly and give institutional attention to the CDL, sectoral workshops, and territorial organizations.</p>	<ul style="list-style-type: none"> <li>This is a solid process and there is adequate appropriation on the local role player's part. However, there are small restraints due to administrative disorganization and participation of the mayor in the internal campaign as candidate for the FMLN presidency.</li> </ul>	<ul style="list-style-type: none"> <li>Make public the PEP process, mainly among the municipalities of the metropolitan area of San Salvador.</li> <li>Join the municipalities in various actions, mainly regarding the organization of the Historical City Center, Santa Tecla Corporate Counterpart Fund, and agricultural development in the rural area.</li> <li>Strengthen the Education and Health Workshops as future referents of the decentralization efforts that are being made in the country.</li> </ul>

Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>Guaymango</b>	<ol style="list-style-type: none"> <li>Monitoring the participatory process through the determination of the progress line with the application of the basic criteria</li> <li>Training the members of CODEGUAY in their roles and functions</li> <li>Presentation of the PEP to the new municipal authorities</li> </ol>	<ul style="list-style-type: none"> <li>At the beginning of the FODEL, the progress line was at 4.0, and it remained at that point.</li> </ul>	<p>There was a change of local authorities, and from the beginning, the recently elected mayor objected to the continuity of the PEP. And though he signed with RTI, he did not accept the technical assistance to update the development plan, saying that he had requested PATDEL funds to the FISDL to carry out this work.</p>	
<b>Candelaria de la Frontera</b>	<ol style="list-style-type: none"> <li>Monitoring the participatory process through the determination of the progress line with the application of the basic criteria</li> <li>Training the members of the MDC in their roles and functions</li> <li>Presentation of the PEP to the new municipal authorities</li> </ol>	<ul style="list-style-type: none"> <li>The members of the MDC were trained in their roles and functions.</li> </ul>	<p>The mayor requested the suspension of the technical assistance of FODEL until the internal contradictions of the Municipal Council were solved.</p>	
<b>Sonzacate</b>	<p>Monitoring the participatory process through the determination of the progress line with the application of the basic criteria</p> <ol style="list-style-type: none"> <li>Training the members of CODEL in their roles and functions</li> <li>Presentation of the PEP to the new municipal authorities</li> <li>Training sessions in citizen participation for CODEL and municipal officers</li> </ol>	<ul style="list-style-type: none"> <li>The progress line is at 5.1</li> </ul>	<ul style="list-style-type: none"> <li>Notwithstanding the signed agreement, the mayor did not have a genuine interest in receiving the technical assistance that was offered.</li> </ul>	
<b>Concepción Batres</b>	<ol style="list-style-type: none"> <li>Monitoring the participatory process progress line with the application of the basic criteria</li> <li>Training the members of CODEL in their roles and functions</li> <li>Follow up to the implementation of transparency mechanisms and social oversight</li> </ol>	<ul style="list-style-type: none"> <li>The progress line is at 9.8.</li> <li>The local role players have fully appropriated the participatory process.</li> <li>The local role players continue with the implementation and update of their PEP with the technical assistance of many other institutions.</li> <li>The transparency mechanisms are implemented periodically.</li> </ul>	<p>This process is an example of goodwill, openness, and commitment on the part of the local role players.</p>	<ul style="list-style-type: none"> <li>Support the municipality in its associative efforts.</li> <li>Improve the scope of the PEP and prepare a specific local economic development strategy.</li> </ul>



Municipality	Main activities	Major achievements	Major difficulties	Possible follow-on projects
<b>Santa Elena</b>	<ol style="list-style-type: none"> <li>Monitoring the participatory process progress line with the application of the basic criteria</li> <li>Training the members of CODEL in their roles and functions</li> <li>Following up the implementation of transparency mechanisms and social oversight</li> </ol>	<ul style="list-style-type: none"> <li>The progress line is at 7.3</li> <li>The Municipal Council continued with the implementation of the open council meetings and rendering of accounts.</li> </ul>	<ul style="list-style-type: none"> <li>The involvement of the municipal officers in the electoral campaign hindered and cancelled the activities scheduled for strengthening the CODEL.</li> </ul>	

TECHNICAL ASSISTANCE REPORT  
FODEL-RTI / USAID PROJECT  
AS OF JANUARY 31, 2005

**Annex N° 4**  
**SERVICES PROVISION COMPONENT**

Local Democratic Strengthening Project (FODEL)  
**SERVICES PROVISION COMPONENT**  
 Activity Progress Report as of January 31, 2005

**1.- Technical Assistance to POTABLE WATER COMPANIES:**

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
AA ATAP; ATACO APANECA, AHUACHAPÁN	<ul style="list-style-type: none"> <li>Preparation and presentation of the diagnosis to the board of directors.</li> <li>Coordination with representatives of the municipal councils, users, company board members, and employees to reach consensus on the integration and regular operation of the company.</li> <li>Meetings of the board were held to set up the work agenda.</li> <li>Installation of the new version of the SASA billing system.</li> <li>Delivery of the new SASA user's manual.</li> <li>Preparation and implementation of the organization, function, and job description manuals.</li> <li>Preparation and implementation of the internal regulations of the company.</li> <li>Legalization and implementation of the new accounting system.</li> <li>Preparation and approval of the 2004 budget.</li> <li>Supported the planning and organization of the general assembly to render accounts and elect the user representatives before the board of directors.</li> <li>Revision and contribution to resolve the audit recommendations made by the National Audit Office.</li> </ul>	<ul style="list-style-type: none"> <li>Norms for the functioning of the board of directors were approved.</li> <li>The working agenda was agreed upon.</li> <li>An agreement to define the negotiation terms for the ANDA-IDB Project was reached.</li> <li>The purchase of a water source was agreed upon.</li> <li>Members of the board of directors have met with ANDA in order to modify the bylaws of the company and negotiate an investment in the system (IDB funds)</li> <li>Planning and preparation of the Annual Report and Financial Statements for the Users' Assembly in order to render accounts and elect the community representatives of the board of directors.</li> <li>Tax exemption procedures were followed.</li> <li>The Budget, organization, function, and job description manuals and the internal regulations of the company were submitted to and approved by the board of directors.</li> </ul>	<ul style="list-style-type: none"> <li>The new mayor of Ataco did not participate in the initial decentralization process with ANDA and in the formation of the company. He disagrees with the present structure of the board of directors, positions, company functioning, and ANDA agreement.</li> <li>Internal conflict in the board of directors due to political differences.</li> <li>The board of directors remains in office although their term has concluded.</li> <li>ANDA has held bilateral meetings with the mayors and this has given rise to the board of director's mistrust.</li> <li>The mayors were reluctant for 4 months to meet with user representatives before the board of directors.</li> </ul>	<ul style="list-style-type: none"> <li>Revision of the bylaws.</li> <li>General Users' Assembly to elect user representatives before the new board of directors.</li> <li>Training for the new board of directors.</li> <li>Educational campaign for the connection of micrometers and use of the resources.</li> <li>Strengthening of administrative and financial procedures.</li> <li>Renegotiation of the agreement with ANDA.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>EMACO, COMALAPA, CHALATE- NANGO</b>	<ul style="list-style-type: none"> <li>Meetings were held to coordinate with users, council members, and company employees in order to reach consensus on board of directors meetings.</li> <li>Meetings of the board of directors were held on a periodical basis.</li> <li>Preparation and presentation of the EMACO diagnosis to the board of directors.</li> <li>Preparation and presentation of the 2004 budget to the board of directors.</li> <li>Preparation of the accounting system of the company; updating the accounting information and generation of the 2002-2003 financial statements.</li> <li>Preparation and implementation of the organization, function, and job description manuals.</li> <li>Preparation and implementation of the internal regulations of the company.</li> <li>3 general users' assemblies were held and user representatives before the new board of directors were elected.</li> <li>The recently elected board of directors and company employees received training.</li> </ul>	<ul style="list-style-type: none"> <li>The company implemented a plan to recover delinquent accounts.</li> <li>The company moved to a new office independent from the municipality.</li> <li>The company bought computer equipment to facilitate the invoicing process.</li> <li>The company continued with water chlorination, which was rated by the Ministry of Public Health and Social Assistance (MSPAS) as the best water in the Department of Chalatenango.</li> <li>The diagnosis of the company was prepared and presented to the board of directors.</li> <li>The budget, the organization, function, and job description manuals and the internal regulations of the company were presented to and approved by the board of directors.</li> <li>The board of directors held 3 general assemblies: 2 for rendering accounts (July 4 and September 5, 2004), as well as an extraordinary assembly.</li> <li>RTI advised and followed up the entire assembly process and held 5 meetings with the board of directors and employees, and provided support for the preparation of the annual report, statements of account, and minutes.</li> <li>The board of directors and employees received training.</li> </ul>	<ul style="list-style-type: none"> <li>The representatives of the municipal council before the board of directors of the company do not regularly attend ordinary meetings; only the user representatives do.</li> <li>The rate, which was established based on a direct system, is low and makes sustainability of the system difficult.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare an investment program to buy a new source, and rebuild and repair the system.</li> <li>Work with the collaborators of the La Montañona Micro-Region (COSUDE, PLAN EL SALVADOR, PRÓVIDA).</li> <li>Strengthen the administrative and financial procedures.</li> <li>Take the necessary steps in order to obtain an income tax exemption.</li> <li>Renegotiation of the agreement with ANDA.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
EMA SAN JULIAN, SONSONATE	<ul style="list-style-type: none"> <li>▪ The diagnosis was presented to the board of directors.</li> <li>▪ 11 town quarter assemblies were held to prepare for the General Users' Assembly.</li> <li>▪ Work was carried out in coordination with the administration, and candidates of the 9 town quarters were elected to organize the campaign of the 9 pre-candidates and the general ordinary assembly.</li> <li>▪ Preparation of the training plan, design of didactical charts, and materials of 5 training modules for the new board of directors.</li> <li>▪ Implementation of the SASA invoicing system.</li> <li>▪ Delivery of the new SASA user's manual.</li> <li>▪ Preparation and presentation of the 2004 budget to the board of directors.</li> <li>▪ Preparation and implementation of the Organization, Functions, and Job Description Manual.</li> <li>▪ Preparation and implementation of the internal regulations of the company.</li> <li>▪ The training program for the board of directors was concluded.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The diagnosis of the company was presented to the board of directors.</li> <li>▪ 9 user pre-candidates before the board of directors were elected in town quarter assemblies and trained in their responsibilities in the board of directors.</li> <li>▪ 26% of the users participated in the election process of candidates to the board of directors.</li> <li>▪ 5 representatives elected in the general assembly took on their posts in the board of directors.</li> <li>▪ The training plan of the board of directors was designed in coordination with the technical assistance of RTI.</li> <li>▪ The outgoing board of directors presented the Annual Report, the Financial Statements, and the Auditor's Report during the III Extraordinary General Assembly.</li> <li>▪ The 2004 Budget, organization, function, and job description manuals and the internal regulations were presented to and approved by the board of directors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The members of the board of directors pointed out that the participation of the users in the assemblies has been low because of the political tone that the 4 political parties have given to the municipal administration, which generated the population's distrust.</li> <li>▪ The lack of records of the participation of the users in the assemblies prevents comparative analyses.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rate revision and update.</li> <li>▪ Purchase of land and preparation of a plan to protect the source.</li> <li>▪ Prepare an investment plan: Purchase sources, network and tank expansion, construction of a sewer system network and a wastewater treatment plant.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
EMSAGUAT, TACUBA, AHUACHAPÁN	<ul style="list-style-type: none"> <li>▪ Presentation of the EMSAGUAT diagnosis to the board of directors of the company and to the municipal council.</li> <li>▪ Meetings of the board of directors were held on a periodical basis.</li> <li>▪ Preparation and presentation of the 2004 budget to the board of directors.</li> <li>▪ Preparation of the accounting system of the company; updating the accounting information and generation of the 2003 financial statements.</li> <li>▪ Revision of the progress made by the follow up commissions with regard to the operative aspects of the company.</li> <li>▪ Consolidated the work of the board of directors elected in 2003.</li> <li>▪ 13 special assemblies (quarter assemblies) and 2 general assemblies were held and support was provided for the preparation of their annual report and financial statements.</li> <li>▪ Preparation and implementation of the organization, function, and job description manuals.</li> <li>▪ Preparation and implementation of the internal regulations of the company.</li> <li>▪ Carried out an analysis of the company employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The diagnosis of the company was concluded and presented to the board of directors of EMSAGUAT and to the municipal council of Tacuba.</li> <li>▪ The company implemented a plan to recover the past-due accounts, recovering a total of \$12,000 out of a total of \$19,000 carried over from the past administration.</li> <li>▪ Written agreement of the municipal council and agreement of the company EMSAGUAT to request technical assistance from RTI and commitment to give 10% of the total of their technical assistance.</li> <li>▪ The norms for the correct functioning of the board of directors were agreed.</li> <li>▪ The work agenda of the board of directors was agreed.</li> <li>▪ The budget, the organization, function, and job description manuals and the internal regulations were presented to and approved by the board of directors.</li> <li>▪ The accounting system of the company was prepared and updated.</li> <li>▪ 13 special assemblies and 2 general regular assemblies to render accounts were held (June 19 and July 10, 2004), obtaining the approval of the annual report and the general balance sheet of the company.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The new municipal government did not participate in the initial process for the formation of the company, and showed their distrust for the present structure of the board of directors, employees, and the agreement with ANDA.</li> <li>▪ The representatives of the municipal council and users executed unilateral actions.</li> <li>▪ Communication problems and misunderstandings. Party differences within the board of directors have given rise to integration problems.</li> <li>▪ As part of the past-due account recovery policies, the company EMSAGUAT suspended the service to the mayor's office because they had a delinquent balance of 5 years, and it has generated conflict in the board of directors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of the SASA System.</li> <li>▪ Strengthening the administrative and financial procedures.</li> <li>▪ Renegotiation of the agreement with ANDA.</li> <li>▪ Implementation of a Basin Management Plan with PSA funds.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>EMASA SUCHITOTO, CUSCATLÁN</b>	<ul style="list-style-type: none"> <li>7 town quarter and housing estate assemblies of Suchitoto were held in order to prepare for the general assembly.</li> <li>The III General Ordinary Assembly was held.</li> <li>4 meetings of the former board of directors, 2 meetings to transfer functions, and 2 meetings of the new board of directors were held.</li> <li>Training was given to the recently elected board of directors in Modules I, II, III, and IV.</li> <li>Support was provided to the selection process of the water and sanitation technical assistant of the municipality.</li> <li>Support was provided for the revision and update of the EMASA employee Job Description Manual.</li> <li>The new version of the SASA was installed and the new user's manual was delivered.</li> <li>The IV General Ordinary Assembly to render accounts was held.</li> <li>Preparation and implementation of the organization, function, and job description manuals.</li> <li>Preparation and implementation of the internal regulations of the company.</li> <li>Preparation of the 2004 budget.</li> <li>The 2nd. Water Institutional Municipal Workshop of Suchitoto was held.</li> </ul>	<ul style="list-style-type: none"> <li>25 delegates and 14 pre-candidates to the board of directors of quarters and housing estates were elected prior to the general assembly.</li> <li>The III General Extraordinary Assembly was held, electing the 2003-2004 board of directors of the company.</li> <li>The outgoing board of directors presented the annual report, financial statements, and auditor's report during the III General Extraordinary Assembly.</li> <li>The budget, organization, function, and job description manuals and the internal regulations of the company were presented to and approved by the board of directors.</li> <li>The training plan was jointly designed with members of the board of directors.</li> <li>4 training sessions were given to the recently elected board of directors.</li> <li>The person responsible for the municipal water unit was elected.</li> <li>EMASA Functions and Job Description Manual was implemented.</li> <li>Evaluation of EMASA personnel by the outgoing board of directors and analysis for function redistribution.</li> <li>The work plan of the Water Interinstitutional Municipal Workshop of Suchitoto is being prepared with the participation of institutions such as PNC, MSPAS, NGOs, water rural systems, the EMASA Company, collaborators, and the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>The outgoing board of directors was overworked.</li> <li>2 quarters did not appoint their delegates to the general assembly.</li> <li>Failures in the adduction line of the system caused the suspension of the service for a web during the month of March 2004.</li> </ul>	<ul style="list-style-type: none"> <li>Educational campaign for the connection of micrometers and use of the resources aimed at schools and the National Institute.</li> <li>Renegotiation of the agreement with ANDA.</li> <li>Execute the 2005 Investment Plan.</li> <li>Take the necessary steps in order to obtain an income tax exemption.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>VILLANUEVA SEM DE CV</b>	<ul style="list-style-type: none"> <li>Preparation and presentation of the diagnosis to the board of directors.</li> <li>Preparation and implementation of the organization, function, and job description manuals.</li> <li>Preparation and implementation of the internal regulations of the company.</li> <li>Preparation and approval of the 2004 budget.</li> <li>Meetings were held with leaders of San José Villanueva: some members of ADESCO and Pro-Improvement Committee, parish priest, council members, school principals, company employees, and current members of the board of directors in order to start the stock sale process.</li> <li>Coordinating meetings were held with the company personnel, legal advisor, and board of directors in order to prepare the proposal for the sale of private stock.</li> <li>Informative meetings of town quarters and housing estates were held in order to promote the sale of private stock.</li> <li>Installation of the new version of the SASA and delivery of the new user's manual.</li> <li>Preparation of the sectoral plan for the dry season.</li> <li>The general stockholders' meeting was held on 05-28-04.</li> <li>The accounting was adjusted.</li> </ul>	<ul style="list-style-type: none"> <li>The diagnosis was prepared and presented to the board of directors.</li> <li>Preparation and delivery of securities to the private stockholder and to the public stockholder.</li> <li>The board of directors agreed to request technical assistance from RTI.</li> <li>The company and the municipality made a joint investment in 2003 for the improvement and expansion of the potable water coverage to 180 new connections.</li> <li>Definition of strategies and procedures for the process to sell company stock.</li> <li>3 assemblies were held: El Centro, Santa Lucía, El Calvario Quarters, and San Paulino, El Zapote, Arcos de Villanueva, La Ceiba, Montecristo, El Amate communities.</li> <li>The company honored its commitment to regulate the water service by implementing the sectoral plan that allowed an equitable rationing of the service during the dry season.</li> <li>The budget; the organization, functions, and job description manuals; and the internal regulations of the company were presented to and approved by the board of directors.</li> <li>The general stockholders' meeting increased the capital and ratified the board of directors.</li> <li>The board of directors approved the accounting adjustments.</li> </ul>	<ul style="list-style-type: none"> <li>The board of directors has remained in office for 3 ½ years. The incorporation charter sets the term to only 2 years.</li> <li>The new municipal council has not reported and has not appointed its representatives to the board of directors.</li> <li>The company has not executed actions to encourage the participation of the users. The leaders and users reject the mixed economy society.</li> <li>Some opposition leaders have not shown willingness to listen to the stock sale proposal and have not attended any of the meetings.</li> <li>Slow pace and cautious attitude of the company president regarding the informative openness and the stock sale process due to the possible participation of members of the opposition.</li> <li>Conflicts due to water scarcity caused suspension of the stock sale.</li> </ul>	<ul style="list-style-type: none"> <li>Users' assemblies to report, process claims, and make known the private stock sale process.</li> <li>Continue with the stock sale process.</li> <li>Election of the new board of directors of the company.</li> <li>Contract the external audit and independent accounting services.</li> <li>Educational campaign for the connection of micrometers and use of the resources.</li> <li>Renegotiation of the agreement with ANDA.</li> </ul>



Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>EMASIC, SAN ISIDRO, CABAÑAS</b>	<ul style="list-style-type: none"> <li>Preparation of the diagnosis of the company.</li> <li>Land survey in planimetry and altimetry of the source, adduction line, and distribution network.</li> <li>Existing and future capacity (in 20 years) of the source, adduction line, and expansion design.</li> <li>Calculation of the distribution and storage network with the minimum and maximum hourly volume of water in order to provide an efficient service to the future population in 20 years.</li> <li>Determination of the investment totals required for improving the system.</li> <li>Analysis of the pressures and flows to optimize the potable water service, defining time schedules, valve closing and opening, and the time to fill up the tank.</li> <li>Preparation and implementation of the organization, functions, and job description manuals.</li> <li>Preparation and implementation of the internal regulations of the company.</li> <li>Preparation of the 2004 budget.</li> <li>Preparation of a joint design of the training aimed at EMASIC users and students.</li> <li>Joint preparation, RTI-EMASIC, of the case study.</li> </ul>	<ul style="list-style-type: none"> <li>The diagnosis of the company was concluded.</li> <li>The board of directors agreed to request technical assistance from RTI and contribute 10%.</li> <li>The case study was prepared.</li> <li>The request for the income tax exemption to the DGII was prepared and approved.</li> <li>The 2004 budget, the organization, functions, and job description manuals and the internal regulations of the company were presented to and approved by the board of directors.</li> <li>The plans of the system were prepared.</li> <li>The necessary investments to improve the operation of the system were identified.</li> <li>249 students of 7 sections of the INSIC were trained in aspects related to EMASIC, the micro-basin, and efficient use of the water.</li> <li>Funds were invested to expand the adduction line.</li> <li>The General Ordinary Assembly of EMASIC was held.</li> </ul>	<ul style="list-style-type: none"> <li>There are no significant constraints.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the implementation of the new network operation plan.</li> <li>Educational campaign for the connection of micrometers and use of the resources.</li> <li>Renegotiation of the agreement with ANDA.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>EMAPSAF, SANTIAGO DE LA FRONTERA, SANTA ANA</b>	<ul style="list-style-type: none"> <li>▪ Presentation of the diagnosis of the company to the users' general assembly.</li> <li>▪ Installation of the new version of the SASA and delivery of the new users' manual.</li> <li>▪ Preparation and implementation of the organization, functions, and job description manuals.</li> <li>▪ Preparation and implementation of the internal regulations of the company.</li> <li>▪ Preparation of the 2004 budget.</li> <li>▪ Support to the preparation of the accounting system of the company, update of the accounting information, and generation of the 2003 statements of account.</li> <li>▪ The Users' General Assembly was held.</li> <li>▪ Follow up to 7 meetings of the recently elected board of directors.</li> <li>▪ The new board of directors received training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The diagnosis of the company was prepared and presented to the users' general assembly.</li> <li>▪ The budget; the organization, functions, and job description manuals; and the internal regulations were presented to and approved by the board of directors.</li> <li>▪ The General Ordinary Assembly was held to render accounts and to elect the new board of directors.</li> <li>▪ ANDA approved the liquidations of EMAPSAF, and the funds were returned to the company.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The board of directors remained in office for an additional year in spite of the fact that its term had expired.</li> <li>▪ Not all the user sectors of the municipality participated.</li> <li>▪ Lack of follow up and technical assistance such as the change of plumber (3 times in one year) have caused difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revision of the bylaws.</li> <li>▪ Strengthen the administrative and financial procedures.</li> <li>▪ Educational campaign for the connection of micrometers and use of the resource.</li> <li>▪ Preparation of the investment plan.</li> <li>▪ Renegotiation of the agreement with ANDA.</li> <li>▪ Take the necessary steps in order to obtain an income tax exemption.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>EMANC NUEVA CONCEPCIÓN CHALATE- NANGO</b>	<ul style="list-style-type: none"> <li>Follow up meetings of the board of directors were held on a periodic basis.</li> <li>Preparation and presentation of an EMANC diagnosis to present it to the board of directors.</li> <li>Preparation of the accounting system of the company, update of the accounting information, and generation of 2002 and 2003 financial statements.</li> <li>Preparation and presentation of the 2004 budget to the board of directors.</li> <li>Installation of the new version of the SASA and delivery of the new users' manual.</li> <li>Land survey in planimetry and altimetry of the source, adduction line and distribution network.</li> <li>Determination of the existing and future capacity (in 20 years) of the source, adduction line, and expansion design.</li> <li>Calculation of the distribution and storage network with the minimum and maximum hourly volume of water in order to provide an efficient service to the future population in 20 years.</li> <li>Calculation of the investment totals required for improving the system.</li> <li>Analysis of the pressures and flows to optimize the potable water service, defining time schedules, valve closing and opening, and time to fill up the tank.</li> <li>Preparation and implementation of the organization, functions, and job description manuals.</li> <li>Preparation and implementation of the internal regulations of the company.</li> </ul>	<ul style="list-style-type: none"> <li>The diagnosis of the company was prepared and presented to the board of directors.</li> <li>The board of directors agreed to request technical assistance from RTI.</li> <li>The book of minutes that had a 6-month delay was updated.</li> <li>5 delayed liquidations were presented to ANDA.</li> <li>The budget; the organization, functions, and job description manuals; and the internal regulations were presented to and approved by the board of directors.</li> <li>The accounting system was legalized and updated.</li> <li>The functioning of the board of directors was regularized.</li> <li>The first general assembly was held to render accounts and to elect the user representatives before the board of directors.</li> </ul>	<ul style="list-style-type: none"> <li>The board of directors remained in office for an additional year in spite of the fact that its term had expired.</li> </ul>	<ul style="list-style-type: none"> <li>Reform of the bylaws.</li> <li>Take the necessary steps to obtain an income tax exemption.</li> <li>Execute the investment plan.</li> <li>Prepare the internal regulations of the board of directors.</li> <li>Train the new board of directors.</li> <li>Renegotiation of the agreement with ANDA.</li> </ul>

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>MICRO-REGION JUAYUA and NAHUIZALCO, SALCOATITÁN and JUAYUA, SONSONATE</b>	<ul style="list-style-type: none"> <li>Preparation and presentation of the diagnosis to the company management.</li> <li>Installation of the new version of the SASA and delivery of the new user's manual.</li> <li>A commitment was established to schedule a presentation of the diagnosis to the board of directors of the micro-region.</li> </ul>	<ul style="list-style-type: none"> <li>The diagnosis was prepared.</li> <li>The new version of the SASA was installed.</li> </ul>	<ul style="list-style-type: none"> <li>The integration process of the micro-region was not consolidated.</li> <li>The participation of the community in the company management was not promoted.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and implement the organization, functions, and job description manuals.</li> <li>Implement an accounting system.</li> <li>Involve the users in the decision making process of the company.</li> <li>Renegotiate an agreement with ANDA.</li> </ul>
<b>TETRALOGÍA SEM DE CV</b>	<ul style="list-style-type: none"> <li>Preparation and presentation of the diagnosis to the company management.</li> <li>Installation of the new version of the SASA and delivery of the new user's manual.</li> <li>Support to the board of directors for the revision of the IDB loan contract between the company and ANDA.</li> </ul>	<ul style="list-style-type: none"> <li>The new version of the SASA was installed.</li> <li>Analysis of the contract and inauguration of the new board of directors in view of the new contract.</li> </ul>		
<b>RURAL WATER SYSTEMS SUCHITOTO, CUSCATLÁN</b>	<ul style="list-style-type: none"> <li>Advice was given to rural committees and associations: ARAH (7 communities), ARAPAC (2 communities), ARAS (3 communities) and Agua Tibia (El Barío) in order to record the management indexes, accounting records, preparation of assemblies to render accounts, and general ordinary assemblies.</li> <li>4 meetings were held to elect the managing committee of 12 rural water associations and committees, jointly with the municipality.</li> <li>Participation in meetings for the constitution of the municipal water coordination.</li> <li>Support was provided to select the rural system technical assistant for the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>6-month financial and operative revision of ARAH and 1 year of operation of ARAPAC, Agua Tibia, and ARAS associations.</li> <li>The support of the municipality has allowed the formation of 60 leaders specialized in water issues and management of the systems.</li> <li>The Municipal Water Coordination Committee was set up.</li> <li>The roles of each of the role players within the process were defined: Municipal Council, rural system boards of directors, collaborators, NGOs, GOs (PNC, MSPAS).</li> <li>The rural system technical assistant was selected and coordinated the work for 1 year.</li> </ul>		

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>RURAL WATER SYSTEMS JUATIAPA, CABAÑAS</b>	<ul style="list-style-type: none"> <li>Training for the Municipal Council of Jutiapa, board members of ADESCOS and presidents of the Rural Water Boards of the Llano Largo, Carolina, and Santa Bárbara cantons in the organizational, legal, and citizen participation process in rural water systems.</li> </ul>	<ul style="list-style-type: none"> <li>3 water boards selected administrative models for their constitution.</li> <li>Financial, social, and technical support was provided by the municipal government to the 3 water boards.</li> <li>A discussion process regarding the roles and commitments of the various role players in the construction, management, and administration of the rural water systems was carried out.</li> </ul>	<ul style="list-style-type: none"> <li>Only one of the systems has been built. The other 2 infrastructures will be built in the year 2005.</li> </ul>	
<b>WATER BOARDS SAN ANTONIO DEL MONTE</b>	<ul style="list-style-type: none"> <li>2 workshops were given for representatives of the water boards of the municipality of the urban zone.</li> </ul>	<ul style="list-style-type: none"> <li>The technical diagnosis, the FODA, and the vision to integrate the 2 associations that include 20 water boards in San Antonio del Monte were prepared.</li> <li>Training was given to members of the 20 water boards in administrative models for water systems.</li> </ul>	<ul style="list-style-type: none"> <li>The members of the water boards duplicate their functions, creating excessive expenses.</li> <li>Even though representatives of the water board associations were present, one of them did not agree to the integration of one single effort.</li> <li>Political and partisan differences affect the integration of the water boards into one single association.</li> </ul>	
<b>Water Network Coordination</b>	<ul style="list-style-type: none"> <li>6 workshops were given for representatives of the decentralized water companies.</li> <li>Participated in the course "Economic Instruments for Integrated Water Management in Central America," organized by GWPCA, CCAD-Prosig.</li> <li>Participated in the seminar: "Public Water Management in Latin America."</li> </ul>	<ul style="list-style-type: none"> <li>Seminars were given to identify the needs for technical assistance and the formation of an entity that would draw together the decentralized companies in coordination with RAS-ES/PRODES.</li> <li>Attendance to two seminars conducted by GWP and materials gathered in the area of water resources and decentralization of water service.</li> <li>Preparation of a bylaw proposal in order to make up a federation of decentralized water companies.</li> </ul>		<ul style="list-style-type: none"> <li>Search for consensus for the constitution of the Federation of Decentralized Potable Water and Sewer System Companies.</li> </ul>
<b>OTHER ACTIVITIES</b>	<ul style="list-style-type: none"> <li>Seminar "Experiences in the Decentralization of Potable Water and Sewer System Services in El Salvador"</li> <li>Publications: <ul style="list-style-type: none"> <li>❖ "Conceptual Basis and General Recommendations Regarding the Institutional Nature of the Potable Water and Basic Sanitation in El Salvador"</li> <li>❖ "Systematization of the Decentralization Experience of the Potable Water and Sewer System in El Salvador"</li> </ul> </li> </ul>			

## 2.- Technical Assistance to SOLID WASTE COMPANIES:

Companies	Executed Activities	Major Achievements	Major Difficulties	Future Activities
<b>SONSONATE</b>	<ul style="list-style-type: none"> <li>Preparation of an operative and technical diagnosis regarding solid waste management.</li> <li>Solid waste characterization and quantification study.</li> <li>Study to determine the waste collection frequency (routes and schedules).</li> <li>Determination of the cost of garbage collection per ton.</li> <li>Design of the solid waste collection and disposal system.</li> <li>Implementation of new garbage collection routes (11 house collection routes and 1 special route).</li> <li>3 field visits were made to the sanitary landfill of Sonsonate for the Municipal Council to assess the efficiency of the service provided by CAPSA, S.A. de C.V.</li> <li>The proposal for the modification of garbage collection, street sweeping, and final disposal service rates was presented to the Municipal Council.</li> <li>A yard was set up in the slaughterhouse to keep the trucks.</li> <li>Meetings were held with the Municipal Council to present the proposal for a campaign to inform the users of the solid waste collection service.</li> <li>Design and implementation of a pilot plan regarding education in proper solid waste management in 4 educational centers.</li> </ul>	<ul style="list-style-type: none"> <li>Based on the technical diagnosis of the municipal council, support was provided to implement the modernization plan of the public garbage collection unit.</li> <li>At present, the solid waste is being deposited in the sanitary landfill of Sonsonate, the municipalities of San Julián, Sonzacate, Caluco, and the company PROACES.</li> <li>Use of the designed routes and training for the head and supervisors of the garbage collection section in the use of controls for monitoring and adjustment of the garbage collection and street sweeping routes.</li> <li>The mayor and his council have expressed the need to update the rates, and to this end, they presented three alternatives.</li> <li>The proposal for an informative campaign (14 bulletins) was revised by the municipal council of Sonsonate.</li> <li>The municipality has approved the contribution of 10% as the counterpart to the technical assistance.</li> <li>156 students of the Sensunapán School (2 sections: 7th and 8th grades) and the Salarrué School (2 sections: 2nd and 9th grades) received basic training to improve the cleanliness of their environment.</li> </ul>	<ul style="list-style-type: none"> <li>In spite of the reports and recommendations that were made after the visits to the sanitary landfill, measures were not taken to fine the company for their inadequate use of this landfill.</li> </ul>	<ul style="list-style-type: none"> <li>Update the public garbage collection rates ordinance.</li> <li>Revision of the contract with CAPSA SA de CV in order to verify whether they comply with MARN audits.</li> </ul>

Companies	Executed Activities	Main Achievements	Main Difficulties	Future Activities
<b>MIPANOR<sup>1</sup></b>	<ul style="list-style-type: none"> <li>Preparation of an operative and technical diagnosis regarding solid waste management.</li> <li>Design and validation of garbage collection and street sweeping routes.</li> <li>Preparation of proposals for new rates and the designed system ordinance.</li> <li>The study for the selection of a site for MIPANOR was concluded and was presented to the MARN along with the environmental form.</li> <li>The land appraisal by the Ministry of Finance and a purchase option of that site were obtained.</li> <li>Preparation of an environmental impact study.</li> <li>The administration alternatives for the micro-regional sanitary landfill were presented to the mayors who are members of MIPANOR and MICUSAM.</li> <li>Field visits were made to the sanitary landfills of Usulután managed by SOCINUS and to the landfill of Sonsonate managed by CAPSA in order to get acquainted with the lessons learned in these experiences.</li> <li>The public consultation relative to the environmental impact study of the sanitary landfill was published in a newspaper.</li> <li>The design of the sanitary landfill was made.</li> </ul>	<ul style="list-style-type: none"> <li>A series of presentations of the project were made to the municipal authorities of the Cuscatlán - San Martín micro-region (MICUSAM) in order to incorporate them into the sanitary landfill.</li> <li>Environmental study presented to the MARN on July 30, 2004.</li> <li>Sanitary landfill design: delivery of plans and presentation to MIPANOR and MICUSAM.</li> <li>Preparation of an investment budget for the construction of the sanitary landfill.</li> <li>MIPANOR acquired the land for the sanitary landfill.</li> <li>The public consultation required by the MARN for this type of project was made.</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty finding sites that meet the technical requirements without nearby population centers.</li> <li>The legal procedures to legalize MIPANOR and the association with MICUSAM have been too slow.</li> </ul>	<ul style="list-style-type: none"> <li>Define an alternative for the administration of the micro-regional sanitary landfill.</li> <li>Technical assistance for the construction and putting into service of the administrative entity.</li> </ul>
<b>SAN ANTONIO DEL MONTE</b>	<ul style="list-style-type: none"> <li>Preparation of a technical and operative diagnosis for solid waste management.</li> <li>Solid waste characterization and quantification study.</li> <li>Study to determine the waste collection frequency (routes and schedules).</li> <li>Determination of the cost of garbage collection per ton.</li> <li>Design of the solid waste collection and disposal system</li> <li>Design of garbage collection and street sweeping routes.</li> <li>Implementation of new garbage collection routes.</li> </ul>	<ul style="list-style-type: none"> <li>The technical diagnosis was presented to the municipal council, and they gave their support to implement the modernization plan of the public garbage collection unit.</li> <li>The new garbage collection routes were implemented.</li> </ul>		

<sup>1</sup> The Micro-Region is made up of the following municipalities: Sensuntepeque, Ilobasco, San Isidro, Victoria, Jutiapa, Cinquera, Dolores, Guacotecti, Tejutepeque, El Rosario and San Rafael Cedros.

Companies	Executed Activities	Main Achievements	Main Difficulties	Future Activities
<b>VALLE CENTRAL AND SOUTH OF MORAZAN<sup>2</sup> ASSOC.</b>	<ul style="list-style-type: none"> <li>Design of the solid waste collection and disposal system</li> <li>Design and validation of garbage collection and street sweeping routes.</li> <li>Preparation of proposals for new rates and the designed system ordinance.</li> <li>Two assemblies were held with neighbors of the site selected as the first option for the location of the sanitary landfill in order to present the diagnosis of the site selection study.</li> <li>Three public consultations regarding the environmental impact study for the sanitary landfill were published in newspapers.</li> <li>Training was given to service personnel in the implementation of the routes.</li> <li>Preparation of pamphlets to inform the population of the new garbage collection routes in the municipality of San Francisco Gotera.</li> </ul>	<ul style="list-style-type: none"> <li>The municipalities of El Divisadero and Delicias de Concepción implemented collection service under the subcontracting system based on the recommendations of the diagnosis.</li> <li>The present dumpsite has been fenced and a gate has been installed to control the waste dumped at the site in order to present a different image to the population.</li> <li>Efforts and resources were coordinated by RTI and PRACCSA, providing the preparation of the environmental impact study of the sanitary landfill.</li> <li>The public consultation requested by the MARN for this type of project was complied.</li> </ul>	<ul style="list-style-type: none"> <li>In accordance with MARN norms, it is necessary to make a public consultation prior to identifying a site for a sanitary landfill in the presence of population centers 500 m from the site. There are no significant population sites in the area of operations, but the few affected families object to the project and are delaying its implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Design of the micro-regional sanitary landfill.</li> <li>Preparation of an investment budget for the construction of the sanitary landfill.</li> <li>Analysis of alternatives for the administration of the micro-regional sanitary landfill.</li> <li>Define an alternative for the administration of the micro-regional sanitary landfill.</li> <li>Technical assistance for the construction and putting into service of the administrative entity.</li> </ul>
<b>SOCINUS<sup>3</sup></b>	<ul style="list-style-type: none"> <li>The alternatives for the provision of garbage collection and final disposal service were presented to the municipal councils of Ereguayquín, Concepción Batres, and Usulután.</li> <li>The collection routes of 3 municipalities were redesigned.</li> <li>The sanitary landfill with constructive plans was redesigned.</li> <li>The garbage collection and street sweeping routes were redesigned and partially implemented.</li> <li>A course was given on the operation and maintenance of the SOCINUS landfill.</li> <li>Training was given to strengthen the garbage collection unit of Usulután.</li> <li>4 presentations of the redesign of the sanitary landfill managed by SOCINUS were made to the members of the CDA of Usulután, MARN, COMURES, and the FISDL.</li> <li>3 meetings were held with the CDA, COMURES, and MARN in order to present the redesign of the sanitary landfill of SOCINUS and to present it as a regional option.</li> </ul>	<ul style="list-style-type: none"> <li>The municipal councils of Ereguayquín and Concepción Batres chose to subcontract the garbage collection and transportation service with a third party and grant only the final disposal to SOCINUS. On the other hand, the municipal council of Usulután chose to strengthen their garbage collection unit so that it carries out the garbage collection and final disposal services and grant only the final disposal to SOCINUS.</li> <li>Redesign of collection routes.</li> <li>Redesign of the sanitary landfill.</li> <li>9 technicians received training, 8 from the department of engineering of the municipality of Usulután and 1 from SOCINUS.</li> <li>48 persons of the garbage collection unit received training in the Municipality of Usulután.</li> <li>The redesign and requirements for the efficient operation of the sanitary landfill were presented to the board of directors of SOCINUS.</li> </ul>	<ul style="list-style-type: none"> <li>Though the mayors recognize the constraints that were identified in the diagnosis, in practice they have not taken on their responsibility to make the necessary changes, or these changes have been too slow.</li> <li>Lack of an entrepreneurial attitude in the company management.</li> <li>Overdue accounts adversely affect the operations of SOCINUS.</li> </ul>	<ul style="list-style-type: none"> <li>Support to the implementation of the expansion of the annual work cell.</li> <li>Design of a campaign to provide information about the service.</li> <li>Expansion of the disposal service to 15 neighboring municipalities.</li> <li>Exchange of debt for the purchase of the sanitary landfill site.</li> <li>Sale of trucks.</li> </ul>

<sup>2</sup> The association is made up of the municipalities of San Francisco Gotera, Jocoro, Chilanga, Cacaopera, Lolotiquillo, Yoloaiquin, Delicias de Concepción, El Divisadero, San Carlos and Sociedad.

<sup>3</sup> The company stockholders are the municipalities of Concepción Batres, Ereguayquín, Puerto El Triunfo and Usulután.



Companies	Executed Activities	Main Achievements	Main Difficulties	Future Activities
<b>MICRO-REGION EL BALSAMO<sup>4</sup></b>	<ul style="list-style-type: none"> <li>Preparation and presentation of the Solid Waste Management Technical Operative Diagnosis to the micro-region.</li> <li>Preparation of solid waste collection routes of the municipalities of Sacacoyo and Jayaque of the micro-region.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of the diagnosis results to the mayors of the micro-region.</li> <li>2 of the municipalities have implemented the design of the solid waste collection and disposal system: redesign of collection routes.</li> </ul>		<ul style="list-style-type: none"> <li>Analysis of alternatives for solid waste disposal for the micro-region.</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>The survey to determine the roles of the municipal council and users in the provision of services was designed and conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Instruments to conduct the designed and approved surveys.</li> <li>The report by municipality and the consolidated report of the survey results were prepared.</li> </ul>		<ul style="list-style-type: none"> <li>Workshops in the roles of the authorities and users.</li> <li>Workshops in the sustainability of the services: Cost and rates.</li> </ul>
<b>Publications</b>	<ul style="list-style-type: none"> <li>"Diagnosis and Baseline Regarding the Roles and Responsibilities of the Municipal Governments and Users in the Provision of Municipal Services"</li> <li>"The Municipal Solid Waste Management Experience of RTI INTERNATIONAL in El Salvador"</li> </ul>			

<sup>4</sup> The El Bálsamo Micro-Region is made up of the municipalities of Talnique, Tepecoyo, Sacacoyo and Comasagua.

## **ANNEX Nº 5**

# **MUNICIPAL SELECTION PROCESS**

**(April – May 2003)**

### **1. Preliminary Selection of 70 Municipalities**

In joint agreement with USAID, a set of 70 municipalities were identified as possible beneficiaries for the Project's technical assistance. The following were considerations for inclusion.

- a) The municipality had been affected by the earthquakes (1 point).
- b) The municipality had participated in SO-1 or SO-4 USAID programs (1 point).
- c) The municipality had been implementing potable water systems decentralization (2 points).
- d) The municipality had been decentralizing solid waste management and disposition (2 points).

From an overall list of 170 municipalities, all municipalities with a total score equal to or greater than 2 were selected, yielding 70 in total.

### **2. Invitation to Municipalities to Attend Dissemination Seminars**

The 70 municipalities identified were invited to participate in three different dissemination seminars:

- a) Seminar in San Salvador on April 22; 50 persons attended (mayors and council members) representing 26 municipalities
- b) Seminar in San Salvador on May 8; 42 persons attended (mayors and council members) representing 19 municipalities
- c) Seminar in San Miguel on May 13; 33 persons attended (mayors and council members) representing 14 municipalities

In total, 60 of the 70 municipalities invited attended the three seminars. In each case, the invitation was issued to the mayor and to at least one council member, both recently elected.

During the first part of these seminars the reach and current content of the USAID-RTI Project was presented to the attendants, detailing all activities projected in the area of citizen participation, strengthening of administrative and financial systems, and improvements in the rendering of services.

After the detailed presentation about the content of the services offered by the Project, all attending mayors received the letter of interest form. Within a week, all mayors interested had to turn in to RTI a statement detailing their willingness to work for change in their municipalities regarding the different issues that are covered by the Project. (See attached fax).

### **3. Reception and Evaluation of Applications Received by RTI**

Letters of interest received by RTI were classified in four categories according to their content and to the timeliness with which they were submitted:

- a) Complete interest and submission within specified term;
- b) A lot of interest, with small objections or with submission after specified term;
- c) Regular general interest; and
- d) Partial interest toward only some of the issues.

From the 60 municipalities that attended the three dissemination seminars, 29 submitted their letters of interest. Attached in Annex No. 1 is a copy.

### **4. Final Selection of the 15 New Municipalities**

After considering the backgrounds of the 29 municipalities that submitted letters of interest, 15 new municipalities were selected for the Project using the following criteria:

- a) Weighting those municipalities that expressed their interest to participate in the Project in a more clear and timely manner;
- b) Assuring a balanced representation between the different political parties, according to the proportion of votes obtained in last elections;
- c) Achieving a balanced geographic distribution from the chosen sample; and
- d) Achieving a balanced representation of big, medium, and small municipalities.

Under these final considerations, selected municipalities are presented in the following chart:

Departments	Municipalities	Population (inhabitants)	Political Party
Sonsonate	Sonsonate	103,000	ARENA
	Salcoatitán	5,000	ARENA
	Nahuizalco	43,000	PCN
La Libertad	Jayaque	15,000	ARENA
	Sacacoyo	14,000	ARENA
	Talnique	8,000	ARENA
Cuscatlán	Cojutepeque	55,000	FMLN-CDU
Cabañas	Sensuntepeque	41,000	ARENA
	Victoria	15,000	ARENA
	Jutiapa	8,000	FMLN
San Vicente	Apastepeque	20,000	FMLN
Usulután	Usulután	70,000	FMLN-CDU
	El Triunfo	7,000	PCN
Morazán	El Divisadero	8,000	FMLN
	San Carlos	4,000	PDC

## LETTER OF INTEREST

Elected authorities disposition to begin modernization processes in their corresponding municipalities, with FODEL Project's technical cooperation.

Name of Municipality: \_\_\_\_\_ Date: April 22, 2003

### I.- CITIZEN PARTICIPATION (40%)

Would you and your municipal council be willing to:	Yes	No	2003	2004	Comments
1.- Provide leadership for a participative strategic planning process, assuring representation and plurality in all process phases?					
2.- Create a permanent mechanism for integral citizen participation with local government members and with representation from the different citizen sectors. This mechanism will be in charge of assuring the execution and periodic updating of the Participative Strategic Plan?					
3.- Set up Open Council Sessions?					
4.- Carry out public meetings for accountability and to inform investments performed under municipal budget?					
5.- Allocate at least 60% of the municipal investment budget for the financing of priorities established in the Participative Strategic Plan ?					

## II.- ADMINISTRATION AND FINANCES (30%)

Would you and your municipal council be willing to:	Yes	No	2003	2004	Comments
1.- Implement actions that allow for effectiveness in the billing of taxes and other municipal fees?					
2.- Implement actions destined to generate savings, either by increasing own incomes and/or by decreasing municipal current expenses?					
3.- Complete and update taxpayers cadastre?					
4.-Complete and update accounting and administrative records in order to implement the SAFI system?					
5.- Provide preference to the contracting of qualified technical personnel for the performance of key positions within municipal administration ?					

## III.- RENDERING OF SERVICES (30%)

Would you and your municipal council be willing to:	Yes	No	2003	2004	Comments
1.- Change services fee value so that incomes can be enough to cover their operational costs?					
2.- Actively promote an educational campaign to clarify the responsibilities of users and of those who render the services?					
3.- Evaluate and use, when necessary, new ways for the rendering of public services, such as use of a third party, concessions, service contracts, management contracts or others similar?					
4.-Use own funds, 6% transfers and/or contributions from private sector, to perform improvements in the quality and coverage of services?					

### ***COST SHARE CONTRIBUTIONS***

Would you and your municipal council be willing to:	Yes	No	2003	2004	Comments
1.-Contribute own resources or other resources from different national or international sources for the financing of at least 10% of the total value of the cost for the technical assistance to be provided?					

Municipality:

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Name of Mayor

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Name of Trustee

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Signature

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Signature

Please submit this "Letter of Interest" to RTI no later than **Tuesday, April 29, 2003**, by Fax 243-3384 or to the RTI office located at Boulevard del Hipódromo, Pasaje 10, Casa #110, Colonia San Benito, San Salvador.

## ANNEX Nº 6

# TECHNICAL ASSISTANCE ACTIVITIES PROGRAMMED FOR MUNICIPALITIES

## 1. Technical Services for Old Municipalities

### 1.1. For the Group of Seven

#### 1.1.1. Citizen Participation and Transparency

##### a) Institutionalization of participative process

- Training for Local Development Council (LDC) and ADESCOS
- Facilitation of meeting between LDC and newly elected authorities
- Measuring of participatory process progress (use of Basic Criteria)
- Assessment of the Participatory Strategic Plan (PEP) previously elaborated
- Updating of PEP
- Technical assistance to immediate actions and tables for agreement

##### b) Improve transparency mechanisms

- Elaboration of a participatory plan for communications
- Dissemination of current municipal budget
- Accountability of previous municipal budget
- Promotion of open council sessions
- LDC technical assistance for the establishment of Accounting Committees

#### 1.1.2. Administrative and Financial Strengthening

- Elaboration of the Administrative and Financial Diagnosis (AFD)
- Elaboration of the Municipal Financial Strengthening Plan (MFSP)
- Implementation of a Personnel Performance Evaluation Manual
- Studies regarding costs of services rendered (water, waste collection, and others)
- Proposal for ordinance of service fees
- Training for the updating of the cadastre
- Survey and legalization of fixed assets
- Implementation of a budget control system
- Implementation of the treasury manual

### 1.2. For the Group of Six

#### 1.2.1. Citizen Participation and Transparency

- Training for LDC and ADECOS
- Facilitation of meeting between LDC and newly elected authorities
- Measuring of participatory process progress (use of Basic Criteria)
- Assessment of the PEP previously elaborated
- Updating of PEP
- Technical assistance to immediate actions and tables for agreement

## **2. Technical Services for New Municipalities**

### **2.1. Citizen Participation and Transparency**

- Program presentation to authorities and citizens
- Agreements with local authorities
- Base Line Collection (use of Basic Criteria)
- Elaboration of participatory diagnosis (districts and sectors)
- Constitution of LDC
- Elaboration of participatory strategic proposals
- Elaboration of PEP Document
- Elaboration of the plan for short, middle, and long term investments
- Elaboration of Participatory Budget
- Official approval of the PEP
- Exhaustive and detailed dissemination of the PEP
- Surveying of Progress Line (use of Basic Criteria)

#### **2.1.1. Administrative and Financial Strengthening**

- Elaboration of the AFD
- Modification and implementation of the Manual for Organization of Responsibilities
- Modification and implementation of the Manual for Job Descriptions
- Implementation of a Personnel Performance Evaluation Manual
- Elaboration of the MFSP
- Budget elaboration by management area (SAFI system)
- Implementation of a budget control system
- Support to the elaboration of the internal auditing annual plan
- Feasibility studies and financial requirements for municipal investment projects
- Implementation of Treasury Manual
- Modification of the billing, administrative, and judicial manual
- Implementation of policies for delinquency recuperation and depuration of current accounts
- Follow up to accounting actions in order to implement SAFIMU II
- Services costs studies and formulation of ordinances and fees
- Training in performance indicators for administrative and financial management
- Elaboration of an ordinance about municipal cadastre
- Training to update real state and company cadastre
- Implementation of real state and company registry and control systems
- Updating of inventory and legalization of fixed assets
- Implementation of an inventory control system



## **ANNEX Nº 7**

### **TECHNICAL ASSISTANCE ACTIVITIES PROGRAMMED FOR SERVICE COMPANIES**

#### **1. Technical Services for Potable Water Companies**

- Revision of company's legal framework
- Assistance for the integration of the company into the Association of Municipal Decentralized Companies
- Administrative and financial diagnosis
- Diagnosis and implementation of the Automatic Billing of Administrative Services (SASA)
- SASA system use training for all employees
- Fees revision and updating
- Elaboration or implementation of Organizational Manual
- Elaboration or implementation of manual to describe job positions
- Elaboration or implementation of Procedures Manual
- Implementation of the double entry accounting system

#### **2. Technical Services for Solid Waste Companies**

- Presentation of companies to mayors from recently elected partner municipalities
- Operational, administrative, and financial diagnosis of the company
- Technical assistance for the renovation of company's authorities
- Design or redesign of collection and transportation routes
- Design of the streets and public areas sweeping system
- Costs revision and adjustments to feeds
- Service dissemination campaign
- Elaboration of proposals of municipal ordinances
- Elaboration of studies for the selection of sites for sanitary landfills
- Elaboration of environmental impact evaluation studies
- Technical designs for sanitary landfills
- Technical assistance to municipalities for the selection of alternatives for administration of sanitary landfills
- Heightening of public awareness and involvement

## ANNEX N° 8

### ACRONYMS USED IN THIS REPORT

Following is a list of the Acronyms used in this Final Report:

CRONYM	MEANING	CATEGORY
AA ATAP	WATER COMPANY (Municipalities of Ataco, Apaneca, and Ahuachapán)	Decentralized Water Company
EMA	WATER COMPANY (Municipality of San Julián)	Decentralized Water Company
EMACO	WATER COMPANY (Municipality of Comalapa)	Decentralized Water Company
EMANC	WATER COMPANY (Municipality of Nueva Concepción)	Decentralized Water Company
EMAPSAF	WATER COMPANY (Municipality of Santiago de la Frontera)	Decentralized Water Company
EMASA	WATER COMPANY (Municipalities of Suchitoto and Cuscatlán)	Decentralized Water Company
EMASIC	WATER COMPANY (Municipio de San Isidro y Cabañas)	Decentralized Water Company
EMSAGUAT	WATER COMPANY (Municipios de Tacuba y Ahuachapán)	Decentralized Water Company
INSAFORP	SALVADORAN INSTITUTION FOR PROFESSIONAL DEVELOPMENT	National Government Agency
MIPANOR	SOLID WASTE COMPANY (Municipality of Cabañas and others)	Decentralized Garbage Collection Company
OMA	WATER COMPANY (Municipios de Juayúa, Salcoatitán y Nahuizalco)	Decentralized Garbage Collection Company
SOCINUS	SOLID WASTE COMPANY (Municipality of Usulután and others)	Decentralized Garbage Collection Company
TETRALOGIA	WATER COMPANY (Santiago de María and other 5 municipalities)	Decentralized Garbage Collection Company
VILLANUEVA	WATER COMPANY (Municipality of San José Villanueva)	Decentralized Garbage Collection Company
ADEL	LOCAL DEVELOPMENT AGENCY	Public-Private Interinstitutional Agency
ADEPRO	APPLICATION AND DEVELOPMENT OF PROFESSIONAL SERVICES	National Consulting Company
ADESCO	COMMUNITY DEVELOPMENT ASSOCIATION	Association of Neighbors
AV Consultores	AVILES VELAZQUEZ CONSULTANTS	National Consulting Company
CDL	LOCAL DEVELOPMENT COUNCIL	Municipal Mechanism for Citizen Participation
CENDEPESCA	NATIONAL CENTER FOR FISHERY AND AQUICULTURE	National Government Agency
CEPA	EXECUTIVE AUTONOMOUS PORT AUTHORITY	National Government Autonomous Agency
CODEIN	CONSULTANT FOR INTEGRATED DEVELOPMENT	National Consultancy Company
CONADEL	NATIONAL COMMISSION FOR LOCAL DEVELOPMENT	Multisectoral Presidential Commission
COMURES	CORPORATION OF MUNICIPALITIES OF THE REPUBLIC OF EL SALVADOR	Association of Municipalities
CORSATUR	SALVADORAN TOURISM CORPORATION	National Government Agency
DEL	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development
FISDL	SOCIAL INVESTMENT FUND FOR LOCAL DEVELOPMENT	National Government Agency
FODEL	LOCAL DEMOCRATIC STRENGTHENING	RTI - USAID Project
FODES	ECONOMIC AND SOCIAL DEVELOPMENT FUND	Fund for Municipal Transfers
FUNDACAJUTLA	FOUNDATION FOR THE SUSTAINABLE DEVELOPMENT OF ACAJUTLA	Foundation of Companies from Acajutla
FUNDAMUNI	FOUNDATION FOR THE SUPPORT OF MUNICIPALITIES IN EL SALVADOR	NGO
FUNDAPYME	FOUNDATION FOR THE PROMOTION OF SMALL AND MEDIUM SIZE COMPANIES	NGO
FUNDE	NATIONAL FOUNDATION FOR DEVELOPMENT	NGO
FUNDESA	FOUNDATION FOR DEVELOPMENT	NGO
FUSAI	SALVADORAN FOUNDATION FOR INTEGRATED SUPPORT	NGO
GTZ	GERMAN AGENCY FOR COOPERATION	German Agency for Cooperation
ISDEM	SALVADORAN INSTITUTE FOR MUNICIPAL DEVELOPMENT	National Government Agency
PEFM	MUNICIPAL ECONOMIC AND FINANCIAL POTENTIAL	Instrument for Municipal Planning
PEP	PARTICIPATIVE STRATEGIC PLAN	Instrument for Municipal Planning
PFFM	MUNICIPAL FINANCIAL STRENGTHENING PLAN	Instrument for Municipal Planning
PNUD	UNITED NATIONS PROGRAM FOR DEVELOPMENT	UN Cooperating Agency
PROYECTICA	INFORMATION TECHNOLOGY PROJECTS AND SYSTEMS	Consulting Company from Costa Rica
RTI	RESEARCH TRIANGLE INSTITUTE	International Consulting Company
SACDEL	ADVISORY AND TRAINING SYSTEM FOR LOCAL DEVELOPMENT	NGO
SAFI	FINANCIAL ADMINISTRATION SYSTEM	Financial Accounting and Administration System
SAFIMU	MUNICIPAL FINANCIAL ADMINISTRATION SYSTEM	Integral System for Municipal Financial Admin.
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT	US Agency for Cooperation